

PUBLIC HOSPITAL DISTRICT NO. 2 OF SNOHOMISH COUNTY, WASHINGTON

BOARD SPECIAL MEETING

February 1 to 2, 2019

Tulalip Resort

Commissioners
Present

Deana Knutsen, President
Karianna Wilson, Commissioner
Fred Langer, Commissioner
Jim Distelhorst, MD, Commissioner

Commissioners Excused

Bob Knowles

Staff

Robin Fenn, Superintendent
George Kosovich, Assistant Superintendent
Jennifer Piplic, Director of Marketing
Lisa King, Director of Finance
Sue Waldin, Community Wellness Program Manager
Sandra Huber, Community Engagement
Nancy Budd, Community Social Worker
Karen Goto, Executive Assistant

Guests

Margot Helphand, Facilitator
Adrian Urquart Winder, Foster Pepper

Call to Order

On Friday, February 1 the Special Meeting of the Board of Commissioners was called to order by President Knutsen at 12:10 p.m.

Strategic Planning
Discussion

The board went into a planning and review discussion. Topics included a look back at the strategic plan, key principles and protocols of effective decision making, the state of the district's finances (E:02:19), developing key principles that govern Verdant's grantsmanship and grant sustainability, and the development of a "key decision" roadmap for 2019 (E:01:19).
Facilitator notes will be sent (E:03:19).
Value Village decision status was also discussed (E:04:19) and Dr. Fenn provided the board with a Program Ideas worksheet (E:05:19).

No action was taken at the meeting.

There being no further business to discuss, the meeting was recessed at 5:00 p.m.

A social gathering and dinner was held at 6:00 p.m. No business was conducted.

Board Special Meeting

February 1 to 2, 2019

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Call to Order

On Saturday, February 2 the Special Meeting of the Board of Commissioners was called to order by President Knutsen at 8:10 a.m.

Training on Public Records and Open Meeting Law

In accordance with RCW ~~42.56.150~~, Ms. Urquhart Winder of Foster Pepper provided the board with their required training on public records and the open meeting law. No action was taken.

Superintendent Goals & Evaluation

At 10 a.m., staff were dismissed with the exception of the Superintendent. Superintendent Fenn and commissioners discussed the process for the annual superintendent evaluation, timeline for goals, and review of 2018 accomplishments. No action was taken.

Board Self-Evaluation

Board operating agreements were reviewed.

Board Leadership & Committees

The board selected officers and committee assignments for 2019 (E:06:19)


Adjourn

There being no further business to discuss, the meeting was adjourned at 12:07 p.m.

Attest By:



President



Secretary



**Verdant Health Commission Retreat
Tulalip Hotel & Resort
February 1 and 2, 2019
Retreat Agenda**

Key Outcomes

- Confirm Verdant's mission and values
- Review strategic plan and major accomplishments
- Review and revise operating agreements
- Develop a "key decision" roadmap for 2019
- Identify key principles of grantsmanship and sustainability
- Determine slate of officers for 2019, committee preferences and confirmation of 2019 meeting schedule

Friday, February 1, 2018

Lunch buffet available outside Alder board room

12:00 pm – 5:00 pm

- Retreat overview & goals
- Warm up activity
- A look back: accomplishments and strategic plan review; confirm our Vision, Mission and Values
- Review key principles and protocols of effective decision making
- Develop key principles that govern our grantsmanship and grant sustainability: How do we make decisions regarding grants: options and criteria
- Develop a "key decision" roadmap for 2019

Dinner - Tula Bene

6 p.m. in the Casino



Saturday February 2, 2019

Alder board room

Morning Agenda

7:45 am: breakfast buffet begins

8:00 am – 12:00 Noon

- **Training on public records and open meeting law**

BREAK

- **Superintendent's goals and evaluation; progress and process moving forward**
- **Board self-evaluation; review and revise board operating agreements**
- **Board leadership and committees: interests and preferences**
- **Wrap-up**



Verdant Mission, Vision and Values

Mission: To improve the health and well-being of our community.

Vision: To be a sustaining public resource improving the health and well-being of South Snohomish County, collaboratively and creatively working to meet the needs of our community.

Our Values

- **Compassion**
We act with compassion and care for our whole community.
- **Accountability**
We fulfill our responsibilities to our whole community and to each other with integrity and by investing in programs that demonstrate worthwhile results.
- **Respect**
We are inclusive and treat all with dignity, honesty and fairness.
- **Excellence**
We are leaders in investing, convening and empowering individuals to achieve health and well-being.
- **Stewardship**
We strive to use all resources wisely for the health improvement of our community.

Strategic Plan 2016-2019

at a glance



HEALTH COMMISSION
SERVING SOUTH SNOHOMISH COUNTY

Mission: To improve the health and well-being of our community.

Vision: To be a sustaining public resource improving the health and well-being of South Snohomish County, collaboratively and creatively working to meet the needs of our community.

Community Program Goal: Long-term Prevention

A. Increase Mental Health & Decrease Adverse Childhood Experiences (ACEs)

1. Identify key family & youth risk factors for improvement
2. Identify, invest in new evidence-based prevention programs and initiatives
3. Evaluate funded programs, determine adjustments

B. Reduce Childhood Obesity

1. Measure & track community-level childhood obesity results
2. Evaluate funded programs, determine adjustments

C. Create Long-term Improvements that Support Healthy Lifestyle

1. Explore indoor rec facility (study complete)
2. Expand active transportation & recreation opportunities

Community Program Goal: Treatment/Access to Healthcare

D. Improve Treatment/Access to Healthcare

1. Identify & support capacity improvements for behavioral health system
2. Establish stronger connection with healthcare providers
3. Explore Geriatric Center for Excellence
4. Evaluate funded programs, determine adjustments

E. Improve Dental Care Access

1. Increase dental patient visits for uninsured residents
2. Decrease area emergency room visits from dental causes

continued...

Strategic Plan 2016-2019 at a glance

Verdant Organizational Goal

F. Strategic Alignment

1. Develop sustainability strategy for large grants
2. Ongoing assessment of current programs for alignment

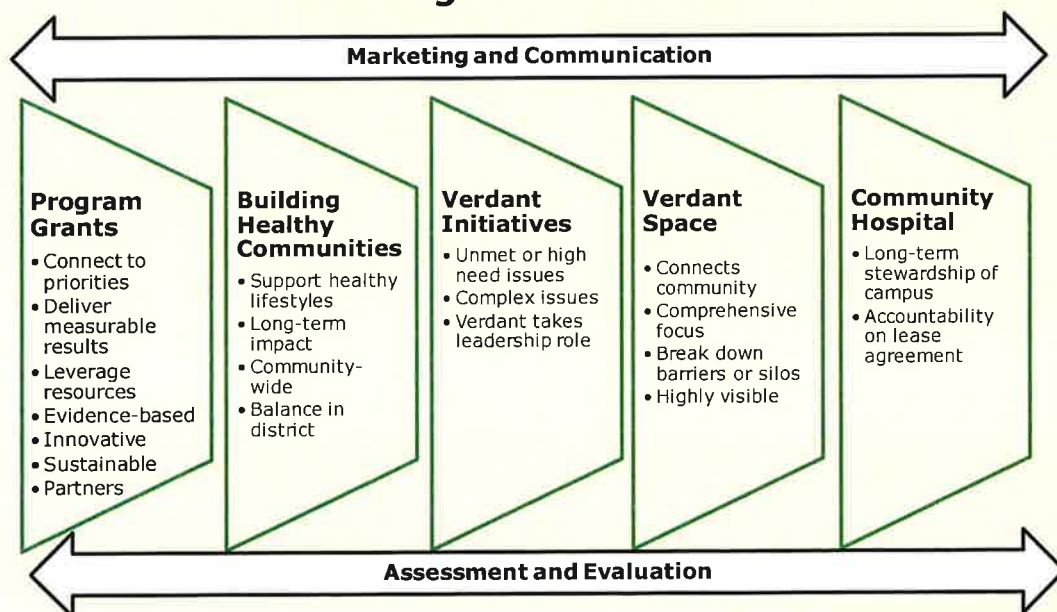
G. Community Need Data

1. Identify community data measures tied to Verdant Strategic Plan
2. Identify broad community health metrics and collect data for district
3. Consider piloting neighborhood-based focus groups and/or community meetings

H. Financial Reserves & Investments

1. Financial reserve approach to determine mix of cash vs. real estate
2. Evaluate, determine direction of Value Village development options

Strategic Framework



Principles of Grantsmanship and Sustainability

Topics to Cover

1. Why the issue is relevant now?
2. Review current process and prioritization
3. Grantmaking principles
4. Develop common language on sustainability
5. Develop more consistent approach on renewals

Why Is this Relevant Now?

- Reaching capacity for multi-year grants: \$5.2m committed in 2019
- Some long-standing programs are now large and majority funded by Verdant
- Experimented with different approaches, but handled ad-hoc

Current Process

For new programs, evaluation according to defined criteria (below)

Category	% Total
Connection to Verdant Priority Area	10%
Needs Assessment	10%
Target Population	10%
Organizational Capacity	10%
Identification of Other Agencies that Offer This Service/Program	5%
Program Activities	10%
Program Rationale	5%
Program Outcomes	10%
Program Evaluation	5%
Budget: How well did the applicant provide an appropriate budget and identify other current funding sources?	10%
Sustainability: How well did the applicant describe their plans for sustainability for the proposed program?	10%
Collaboration	5%
TOTAL	100%

For Renewal Applications:

1. **Evaluation & performance:** did program deliver against goals?
2. **Fit to Verdant priorities:** is this a core Verdant priority?
3. **Budget request:** evaluation of request amount, including funding leverage
 - a. Organizations often comes back looking for **more** funding to expand services
 - b. Programs have very different access to other funding
 - c. Biggest community gaps are often the least sustainable (ex. serving uninsured vs. Medicaid population)

Verdant Grantmaking Principles:

- Verdant should fund the highest impact programs tied to our community needs
- We should maintain flexibility to fund new programs and address new needs
- Our process should encourage partners to seek out additional funding and for other funders to pay their share
- We want to set clear expectations with partners to support program planning and minimize disruptions

Different Sustainability Definitions

1. Program continues as-is without any additional Verdant funding
2. Program continues in some form without Verdant funding or reduced funding
3. Pilot project that demonstrates proof of concept to attract additional funding or internal funding
4. Funding leads to new organizational practices, procedures, and policies that continue
5. Community-level partnerships or coalitions developed during the funded program.
6. Program replication in other sites or organizations
7. Benefits or outcomes for consumers, clients, or patients are continued

Examples from Verdant Funding History

Type of Sustainability	Examples
1. Program continues as-is without any additional Verdant funding	BHCF projects, detox
2. Program continues in some form without Verdant funding or reduced funding	EdCC Veterans and Wellness Center
3. Pilot project that demonstrates proof of concept to attract additional funding or internal funding	Community Medic (planned) Fire Camp
4. Funding leads to new organizational practices, procedures, and policies that continue	CHC ED diversion
5. Community-level partnerships or coalitions developed during the funded program.	N/A
6. Program replication in other sites or organizations	PSKC Chronic Kidney Disease Program
7. Program continues as-is without any additional Verdant funding	CampFire (short term)

Examples of Verdant Ending or Reducing Funding:

- LSCNW Health Outreach (mostly discontinued)
- ADA Stop Diabetes (discontinued)

Policy Questions for Board Discussion

1. Are we open to funding critical or high need programs forever? If yes, under what circumstances?
2. Can we document some additional evaluation criteria at time of funding and renewal to be more consistent?

Examples:

Topic	Evaluation
Organizational Capacity	Does the organization have the capacity to sustain a new program with internal resources or have a track record in fundraising to support the programs?
Other Funding Sources	Increased emphasis on funding match, leverage of other funding, including fee for service, program revenue, insurance billing, etc.
Demonstrates ability to reduce reliance on Verdant funding	At renewal, entity able to step-down Verdant funding or operating support
Break in funding	For non-core programs, require a break in program funding

3. What is the board's interest in funding some different approaches focused on different types of sustainability (ex. coalition building, capacity building, systems changes, etc.)?



Proposed 2019 Monthly Board Meetings

Subject to Approval By Resolution

4th Wednesday of the month unless noted
Time: 8 - 10 a.m. unless noted
Location: Verdant Community Wellness Center

February 27

March 27

April 24 – Evening Meeting, 6 to 8 p.m.

May 22

June 26

July 24

August 28

September 25

October 23

November 20 (3rd Wednesday)

December 18 (3rd Wednesday)

2019 Board Study Sessions

Location: Verdant Community Wellness Center
unless noted

June 12 or 14 – Board Retreat, 12 to 5 p.m.

October 9 – Budget Meeting, 6 to 8 p.m.

February 1 to 2 – Board Retreat

12 - 5 p.m. Friday

8 a.m. - 12 p.m. Saturday

Tulalip Resort

December 6 to 7 – Tentative Board Retreat

12 - 5 p.m. Friday

8 a.m. - 12 p.m. Saturday

Location TBD

2019 Other Important Dates

February 21 – Verdant Healthier Community

Conference for providers

8 a.m. – 11:30 a.m.

Lynnwood Convention Center

October 12 – Latina Health Conference

Fall 2019 – Community Mental Health

Workshop



COMMISSION AND SUPERINTENDENT OPERATING AGREEMENTS

I. Purpose:

The Board of Commissioners is the policy making body for Public Hospital District No. 2. To effectively meet the district's mission and goals the Board and Superintendent will function together as a leadership team in compliance with RCWs. The following are the group agreements for the Board and Superintendent.

II. Governance Principles:

1. The Board and Superintendent will work in a cooperative and collaborative partnership aligned toward a common mission.
2. The Board's focus is on policy-making, planning and evaluation. Day-to-day operations are the responsibility of the Superintendent and staff.
3. The Board will make decisions as a whole Board only at properly called public meetings adhering to all public meeting statutes. Board members recognize that individual members have no authority to take individual action in policy or district and administrative matters.
4. After honoring the right of individual Board members to express opposing viewpoints and vote their convictions, Board members and district staff will support decisions of the Board.
5. Board members will recognize and respect the Superintendent's responsibility to manage the district and to direct employees in district matters.
6. The Board will solicit input, listen to all perspectives and give careful consideration to all issues. We will operate as representatives and make decisions in the best interest of the whole district.

III. Conflict of Interest Principles

1. Fulfill all conflict of interest requirements.
2. Be open to discussions about conflict of interest and discuss them in a collaborative manner.
3. In the event that any Board member has a real or potential conflict of interest on a matter coming before the Board, they shall disclose that conflict prior to any participation in discussion or voting on an issue.

IV.Meeting Operational Agreements:

1. Notify the President or Superintendent a minimum of two days prior to a meeting with a request to place an item on the agenda.
2. Uphold the legal requirement for confidentiality on all matters arising from the Board meeting Executive Session in compliance with RCWs and follow Robert's Rules of Order.
3. Start our meetings and end our meetings on time.
4. Attend regularly scheduled Board meetings unless a situation occurs that makes attendance impossible in compliance with RCWs.
5. Cooperate in scheduling special meetings and/or work sessions for planning and training purposes.

V. Communication Agreements:

1. Communicate with the Superintendent when a question arises, or a concern is voiced by a staff member, grantee/grant applicant, or community member.
2. Board members should take care when discussing funding applications or decisions with community members. It is important that community investment decisions are fair and objective, and perceived by the community as such. Whenever possible, grant inquiries should be referred to commission staff or published commission materials (ex. website, written request-for-proposals).
3. Whenever possible, communicate with the Superintendent or President prior to meetings of the Board to identify questions and /or concerns about agenda items so that the Board President and staff can prepare for the meeting discussion.
4. Communicate with the Superintendent or Board President prior to raising new issues or concerns at Board meetings or in other arenas.
5. Communicate one-on-one, when an individual concern arises, with the Superintendent or other Board member, as appropriate. Communicate with Board leadership about concerns with Board process.
6. No individual Board member, other than the Board President or designee, has the authority to speak for the entire Board. Individual Board members may always share their individual viewpoint but must clarify that they are speaking for themselves, rather than the entire Board. The Board recognizes that changing technology and the growing use of social media will affect the way individual Board members communicate to and interact with constituents and receive and process information. The Board will develop appropriate use guidelines that recognize the complex issues that may arise from Board members acting in their official capacity.
7. Recognize that all written communication is subject to Public Records Law.
8. On contentious issues the Board will make every effort to designate a spokesperson.

VI. Annual Planning and Evaluation:

1. Set priorities for Board professional development annually.
2. Participate in annual self-assessment of the Board's performance.
3. Participate in establishing annual expectations and goals for the Superintendent.
4. Objectively evaluate the Superintendent's performance and provide appropriate feedback.
5. Provide a report to the community at least annually.

VII. Orientation of New Board Members:

1. Assure timely orientation of new Board members.

VIII. Role of Board Leadership:

1. The President will speak for, and about, the Board and describe the Board's process and positions.
2. The President will convene meetings and execute documents, as appropriate.
3. The President will meet regularly with the Superintendent to develop the agenda and determine whether an item should be scheduled for action or future action, to provide input on information needed by the Board for decision-making, to plan meeting processes, and to distribute assignments.
4. The President will ensure that information exchanged with the Superintendent is shared with all Board members in a timely manner.

IX. Expectations of the Superintendent:

1. Function together as a team with Board members.
2. Respect and acknowledge the Board's role in setting policy and overseeing the performance of the Superintendent.
3. Work with the Board to establish a clear vision for the district.
4. Execute community investment strategies in accordance with the commission's mission, stated priorities, and investment criteria.
5. Prepare preliminary goals annually for the Board's consideration.
6. Provide data to the Board members so that data driven decisions can be made.
7. Possess a working knowledge of all legal and local policies.
8. Inform the Board of all critical information including relevant trends, anticipated media coverage, or critical external or internal change.

9. Work with the President to effectively bring issues and information to the Board.
10. Distribute appropriate information to all Board members, including a summary of meetings held with the President.
11. Communicate with Board members promptly and effectively.
12. Advise the Board of potential learning opportunities.
13. Distribute the Board agenda in a timely manner.
14. Respect the confidentiality requirement of Board meeting Executive Sessions.
15. Treat all Board members professionally.
16. Communicate to Board Leadership if a problem or issue is observed developing with an individual Board member.
17. Conduct a self-assessment prior to the Board's evaluation of the Superintendent's job performance.
18. Represent the district by being visible in the community and a role model for the commission's mission.
19. Provide follow-up information to Board members on concerns and issues they have referred to the Superintendent--close the loop.



2019 Officers & Committee Assignments

- President –
- Secretary –
- Executive Committee –
- Finance Committee –
- Program Committee –
- Strategic Collaboration Comm –
- Medical Advisory Committee – ad hoc

2011 Officers & Committee Assignments:

President – Fred Langer

Secretary – Chuck Day

Executive Committee – Fred Langer/Chuck Day

Finance Committee – Chuck Day/Deana Knutsen

Program Committee – Bob Knowles/Bruce Williams

Strategic Collaboration Committee – Fred Langer/Bruce Williams

2012 Officers & Committee Assignments:

President – Fred Langer

Secretary – Bob Knowles

Executive Committee – Fred Langer/Bob Knowles

Finance Committee – Bob Knowles/Karianna Wilson

Program Committee – Deana Knutsen/Bruce Williams

Strategic Collaboration Committee – Fred Langer/Bruce Williams

2013 Officers & Committee Assignments:

President – Bob Knowles

Secretary – Fred Langer

Executive Committee – Bob Knowles/Fred Langer

Finance Committee – Karianna Wilson/Bruce Williams

Program Committee – Deana Knutsen/Karianna Wilson

Strategic Collaboration Committee – Bob Knowles/Fred Langer

2014 Officers & Committee Assignments:

President – Bob Knowles

Secretary – Bruce Williams

Executive Committee – Bob Knowles/Bruce Williams

Finance Committee – Deana Knutsen/Fred Langer

Program Committee – Karianna Wilson/Fred Langer

Strategic Collaboration Committee – Bob Knowles/Deana Knutsen

2015 Officers & Committee Assignments:

President – Fred Langer

Secretary – Deana Knutsen

Executive Committee – Fred Langer/Deana Knutsen

Finance Committee – Bob Knowles/Deana Knutsen

Program Committee – Karianna Wilson/Bruce Williams

Strategic Collaboration Committee – Fred Langer/Deana Knutsen

NOTE: Fred & Bruce terms expire 2015 (Both re-elected in 2015)

2016 Officers & Committee Assignments:

President – Fred Langer

Secretary – Deana Knutsen

Executive Committee – Fred Langer/Deana Knutsen

Finance Committee – Bob Knowles/Deana Knutsen

Program Committee – Karianna Wilson/Bruce Williams

Strategic Collaboration Committee – Fred Langer/Deana Knutsen

2017 Officers & Committee Assignments:

President – Deana Knutsen

Secretary – Bruce Williams

Executive Committee – Deana Knutsen/Bruce Williams

Finance Committee – Karianna Wilson/Bruce Williams

Program Committee – Bob Knowles/Fred Langer

Strategic Collaboration Committee – Deana Knutsen/Karianna Wilson

2018 Officers & Committee Assignments:

President – Deana Knutsen

Secretary – Karianna Wilson

Executive Committee – Deana Knutsen/Karianna Wilson

Finance Committee – Fred Langer/Karianna Wilson

Program Committee – Bruce Williams/Bob Knowles

Strategic Collaboration Committee – Deana Knutsen/Fred Langer

2019 Officers & Committee Assignments:

President –

Secretary –

Executive Committee –

Finance Committee –

Program Committee –

Strategic Collaboration Committee –