



2023-2024 Strategic Plan



MESSAGE FROM BOARD PRESIDENT AND SUPERINTENDENT

Since 2011, The Verdant Health Commission has supported the health of South Snohomish County residents by offering hundreds of community health and wellness programs and classes, and awarded \$70 million in grants to more than 60 nonprofit organizations providing healthcare services. While we are pleased with the progress that we have made, we recognize that there is more work to be done.

To better understand the needs of our community, we conducted a community health needs assessment in 2021 - 22 and over 500 residents participated in focus groups and surveys. The findings of that assessment have informed this two-year strategic plan and will guide the board of commissioners and staff in aligning our work and capital to provide access to healthcare services for the almost 300,000 residents of Edmonds, Woodway, Lynnwood, Brier and Bothell.

The strategic priorities outlined in this plan were created with an understanding that change is inevitable, and with recognition that our community is increasingly diverse and healthcare needs continue to grow. Looking to the future, we will continue to adapt this plan and at the same time stay true to our mission and core values.

We would like to thank our consultant, Margot Helphand, for her skillful facilitation of our work sessions that culminated in this written plan. We would also like to thank the board of commissioners and staff who actively participated in the planning process.



Jim Distelhorst, MD
President



Lisa Edwards, EdD
Superintendent

ABOUT VERDANT HEALTH COMMISSION

About Verdant Health Commission

Verdant Health Commission, also known as Public Hospital District No. 2, Snohomish County, is a public entity that works to support the health and wellbeing of the residents of our service district. Through grant funding, community education, and partnerships, we advocate for all people in the South Snohomish County community to have access to basic health resources that contribute to their well-being and address the underlying causes of poor health. We have a long history as a public resource working to improve the health of our residents by leading with compassion, working collaboratively, and focusing on health equity.



Our History

Public Hospital District No.2, Snohomish County formed in 1962. We operated what was then called Stevens Hospital until 2010, when we entered into a long-term lease agreement with Swedish Health Services. At that time, our Board of Commissioners created the Verdant Health Commission to invest in community health program that support our residents. From 2011 through 2022, this investment totaled more than \$70 million.

Our Mission

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

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 whole community

Equity

At the Verdant Health Commission, we see equity as an integral part of our work and vital to fostering healthy individuals and communities in South Snohomish County. We recognize that our community is increasingly diverse and yet there are significant disparities in accessing healthcare services that affect well-being. Equity to us means that all people - regardless of race, ethnicity, age, gender, sexual orientation, religion, zip code, health and ability status - have equal and inviolable dignity, value and the opportunity to live a healthy life and reach their full potential.

We commit to examining how Verdant's work can repair, heal and renew communities to be places where diversity thrives, where inclusion and belonging is the norm and where equity in all its forms is the desired outcome. That commitment begins within our organization and with the community. We welcome difficult conversations and commit to continuous learning about how to do better. Through critical examination of the values, policies and procedures that drive our internal culture and external engagements, we will strive to design our work so that we advance the communities that we aim to serve.



STRATEGIC PLANNING: PURPOSE AND PROCESS

Healthcare continues to go through transformation and the Pandemic highlighted the unmet healthcare needs of the residents of South Snohomish County. Recognizing the challenges hospitals and clinics are facing, the board of commissioners began strategic planning to refine the scope of Verdant's work and ensure that funding is focused on the greatest needs for healthcare services in the community.

Commissioners dedicated August and September 2022 to strategic planning meetings and all Verdant staff were involved in the process. As the four priorities evolved, staff worked to shape the key strategies that were then discussed with commissioners and finalized. This written plan is the culmination of a review of numerous community health reports and thoughtful discussions about how to ensure all residents of South Snohomish County have access to healthcare services.



STRATEGIC PRIORITY: MENTAL HEALTH

Goal: All residents can access affordable mental health care.

Definition: Clinical and non-clinical mental health and substance use disorder prevention and treatment that increases patient access to care.

Objectives:

- Mental health and substance use services are available
- Supportive services including domestic violence and suicide prevention offered as wrap around services and are co-located with housing
- Positive coping and overall mental wellbeing classes and support groups are available
- Programs and services meet the cultural and native language needs of individuals.
- Embedded Social Workers and case management are supported

In the next 18 to 24 months, we will:

- Encourage programs that train peer support navigators
- Connect new programs that expand capacity for counseling services
- Support local service delivery hubs and locations for mental health services that reach children and parents



STRATEGIC PRIORITY: HEALTHCARE ACCESS

Goal: All residents can access affordable healthcare.

Definition: Clinical services (medical and dental) including care coordination and supportive navigation of systems that reduce barriers to individuals accessing care.

Objectives:

- Free or sliding scale healthcare services are offered
- Programs and services are responsive to the public health needs of residents
- Patient advocacy, healthcare navigation and care coordination are offered
- Healthcare services meet the cultural and native language of residents
- Services and programming are delivered in clinical and non-clinical settings
- A full array of lines of services are retained at our community hospital per our contract

In the next 18 to 24 months, we will:

- Encourage the expansion of school-based health center and clinic-sites co-located with wrap around services
- Encourage innovative services that serve residents in PHD#2
- Support and participate in community wellness and health fairs that connect residents to services



STRATEGIC PRIORITY: FOOD SECURITY

Goal: All residents have access to nutritious food that supports their health needs.

Definition: Nutritious food is available to support the health needs of each resident.

Objectives:

- Food banks and pantries meet the immediate needs of residents
- Food programs nourish residents of PHD#2 in culturally relevant ways
- Dietary and nutritional classes help residents to make informed food choices

In the next 18 to 24 months, we will:

- Encourage the growth of local food distribution hubs with wrap around services
- Connect transportation partners to agencies to make food pick up convenient
- Offer classes and services to residents that consider culture, nutrition and cooking
- Expand community use of the Verdant Kitchen
- Continue to support fruit and vegetable voucher distribution



STRATEGIC PRIORITY: ORGANIZATIONAL CAPACITY

Goal: Ensure capital, physical and human resources are adequate to sustain operations and community impact.

Definition: Capacity of Verdant staff and operations to align with community needs and expectations.

Objectives:

- Commissioners govern in accordance with the RCWs, Bylaws, Operating Agreements and Committee Charters
- Priorities and Procedures are clear and transparent to the community
- Facilities plan maintains the integrity of capital
- Verdant is a great place to work

In the next 18 to 24 months, we will:

- Adopt Commissioner and Superintendent Operating Agreement
- Ensure that the commission develops and maintains a strong and diverse investment portfolio
- Standardize annual grant making cycles, policies and procedures to support community partners
- Review and affirm budget and funding priorities prior to each funding cycle
- Create facilities master plan
- Adopt and follow a reserve policy
- Explore approaches to measure and advance a positive work culture



CALL TO ACTION

This strategic plan describes the future work of the Verdant Health Commission, and the board of commissioners will oversee this implementation as well as track its progress. We recognize that the best plans are dynamic and flexible tools for continuous improvement. There is recognition, that as we come out of a pandemic, new issues, challenges and ideas will emerge over the next two years. While we devote most of our resources to funding non-profits providing healthcare services, we are dedicated to convening and connecting community partners and collaborating with organizations to provide health and wellness programs and services for the residents of South Snohomish County. This plan is the foundation for envisioning how Verdant can best serve the community.



TRACKING OUR PROGRESS

An implementation checklist has been created for tracking our progress with implementing the strategic priorities over the next two years. This checklist will be reviewed by the board at least once a year to ensure that we remain laser focused on the health priorities and needs of South Snohomish County residents. The checklist can be found in the Appendix.

STRATEGIC PLAN 2023-2024

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 whole community.	
MISSION	To improve the health and well-being of our whole community.	
VALUES	<p>Compassion: We act with compassion and care for our whole community.</p> <p>Accountability: We fulfill our responsibilities to our whole community and to each other with integrity and by investing in programs that demonstrate worthwhile results.</p> <p>Respect: We are inclusive and treat all with dignity, honesty, and fairness.</p> <p>Excellence: We are leaders in investing, convening and empowering individuals to achieve health and well-being.</p> <p>Stewardship: We strive to use all resources wisely for the health improvement of our whole community</p>	
STRATEGIC PRIORITIES	<p>MENTAL HEALTH Clinical and non-clinical mental health and substance use disorder prevention and treatment that increases patient access to care.</p> <p>FOOD SECURITY Nutritious food is available to support the health needs of each resident.</p>	<p>HEALTHCARE ACCESS Clinical services (medical and dental) including care coordination and supportive navigation of systems that reduce barriers to individuals accessing care.</p> <p>ORGANIZATIONAL CAPACITY Capacity of Verdant staff and operations to align with community needs and expectations.</p>

IMPLEMENTATION CHECKLIST

Priority	6 months	12 months	18 months	2 years
<u>Mental Health</u> Encourage programs that train peer support navigators Connect new programs that expand capacity for counseling services Support local service delivery hubs and locations for mental health services that reach children and parents	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<u>Healthcare Access</u> Encourage the expansion of school-based health center and clinic-sites co-located with wrap around services Encourage innovative services that serve residents in PHD #2 Support and participate in community wellness and health fairs that connect residents to services	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<u>Food Security</u> Encourage the growth of local food distribution hubs with wrap around services Connect transportation partners to agencies to make food pick up convenient Offer classes and services to residents that consider culture, nutrition and cooking Expand community use of the Verdant Kitchen Continue to support fruit and vegetable voucher distribution	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<u>Food Security</u> Adopt Commissioner and Superintendent Operating Agreement Ensure that the commission develops and maintains a strong and diverse investment portfolio Standardize annual grant making cycles, policies and procedures to support community partners Review and affirm budget and funding priorities prior to each funding cycle Create facilities master plan Adopt and follow a reserve policy Explore approaches to measure and advance a positive work culture	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>



HEALTH COMMISSION
SERVING SOUTH SNOHOMISH COUNTY