

SWACH Board of Trustees Meeting Minutes

December 8th, 2022

9:00 am - 11:00 am

Meeting held via Zoom

We bring partners together to create equitable, sustainable systems change that reduces cost and improves whole-person wellness for all.

Members Present: Dawn Tolotti (President), Robb Kimmes (Vice-President), Kevin Witte (Treasurer), Andy Tucker (Secretary), Matania Osborn, Dr. Adriana Linares, Quinton Harold, Tamara Cissell, Worku Negussie, Jackie Esperance, Andrea Pruet

Staff Present: Eric McNair Scott, Nichole Peppers, Janet Sanchez, Ryan Carrillo, Eddie Gallagher, Ami Hanna, Michelle Ahmed, Sarah Dryfoos, Nichole Hamberger

Guests: Lexi Stickel, Daniel Smith, Alexa Galluzzo

Members Absent: Susan Stearns, Karyn Kameroff

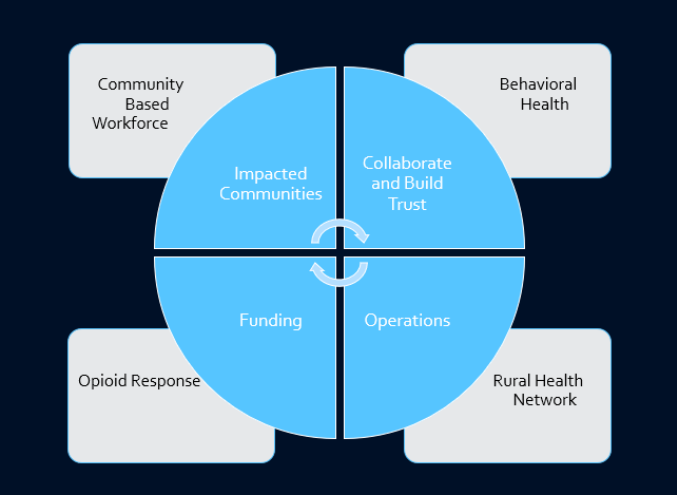
Minutes Formatted by: Janet Sanchez

TOPIC	DISCUSSION (HIGHLIGHTS)	MOTION / ACTION
<p>Call to Order</p> <ul style="list-style-type: none"> - Land Acknowledgement - Consent to Agenda - Minute Approval (August 2022 Minutes) 	<p>This meeting was called to order by Dawn Tolotti at 9:02 am.</p> <ul style="list-style-type: none"> - SWACH's Land Acknowledgement read by Dawn Tolotti - No discussion on consenting agenda - August 2022 minutes were approved. 	<p>Robb Kimmes moved; Jackie Esperance seconded motion to approve the minutes from the August 2022 Board of Trustees meeting; motion passed unanimously.</p>



TOPIC	DISCUSSION (HIGHLIGHTS)	MOTION / ACTION
2022 Board Recognition	<p>Nichole Peppers; SWACH Executive Director, recognition the 2022 Executive Board and Board members. Gave a big thank you to their commitment and dedication to supporting SWACH. Dawn Tolotti was also recognition in her position as president to SWACH. For the 2023 BOT year Dawn will serve as Past President.</p>	
Election of Board Officers	<p>Each Board member received the 2023 Election Slate. Board decided to move forward with a live vote during the meeting. For members not present during the meeting - their votes via the Election Slate was used.</p> <p>The following Board members are running in 2023's elections</p> <ul style="list-style-type: none">• Robb Kimmes - President• Andy Tucker - Vice President• Jackie Esperance - Treasurer <p>The Secretary position is still open. Dawn asked the board if there were members who were interested in the Secretary position, which would add an additional monthly meeting; the Executive Session, and the position would be responsible for taking minutes during that meeting.</p> <p>Matania Osborn and Andrea Pruettt have both offered interest on the position. Both members will be getting back to Dawn and Nichole to determine if one of them would like to move forward with the position.</p> <p>Dawn moved forward with voting the 2023 officers. Dawn asked for a motion to elect Robb Kimmes as BOT SWACH President effective January 1, 2023.</p> <p>Dawn asked for a motion to elect Andy Tucker as BOT SWACH Vice President effective January 1, 2023.</p> <p>Dawn asked for a motion to elect Jackie Esperance as BOT SWACH Treasurer effective January 1, 2023.</p>	<p>Andrea Pruettt moved; Dr. Linares seconded motion to approve Robb Kimmes as SWACH 2023 BOT President; motion passed unanimously.</p> <p>Robb Kimmes moved; Tamara Cissell seconded motion to approve Andy Tucker as SWACH 2023 BOT Vice President; motion passed unanimously.</p> <p>Kevin Witte moved; Robb Kimmes seconded motion to approve Jackie Esperance as SWACH 2023 BOT Treasurer; motion passed unanimously.</p>



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2023 Budget Review/Approval	<p>Eddie Gallagher; SWACH Finance Director, presented on the 2023 budget.</p> <p>Budget aligns with SWACH's Strategic Priorities for 2023. The priority work was done via collaboration with SWACH staff, Board of Trustees members, and Community Partners.</p> <p>Priority 1: Work with and for Communities Most Impacted</p> <p>Priority 2: Collaborate, build trust and prioritize community voice</p> <p>Priority 3: Renewable, braided funding resources</p> <p>Priority 4: Strengthen Operations to Solidify Our Position as a Long-lasting Organization</p> <p>Through this development the communities has identified the following biggest needs: Mental Health Supports, BIPOC Supports / Resources, Substance Use Services, Workforce Development, Housing Security, and Food security.</p> <p>Below are Foundational Areas in SWACH Programs and within the SWACH organization that lead to the way SWACH operates.</p> 	



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<p>2023 Budget Review/Approval (Cont.)</p>	<p>The following were used as considerations and approaches when creating the 2023 SWACH budget -</p> <ul style="list-style-type: none"> • Conservative Approach • Revenue only recognized if it's committed, if it's quantifiable, and we can reasonably account for it • Staff time and labor distributions based on time study • Staffing Costs Based on Capacity and Organization Needs • Expenses budgeted based on 2022 actuals, forecasting analysis, organization needs, and inflation <p>Looking into the 2023 Budget, SWACH anticipates a \$6.4 M revenue which is an increase of \$2.5 M from 2022 (65%). However, SWACH will see a decrease of \$1.15M (34%) in Government Grant income due to current HRSA Awards and DOH CareConnect contracts.</p> <p>As per expenses we're expecting about \$11.2 M which is a reduction of \$2.4 M from 2022. The decrease is due to reduction of \$774 K in client assistance and community investment, reduction of \$1.88 M in contracted services.</p> <p>The following is the breakdown for the 2023 Budget:</p> <div data-bbox="516 1065 1243 1468" style="background-color: #1a3d4d; color: white; padding: 10px; margin-top: 10px;"> <p>2023 Budget</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="background-color: #00a0e3; color: white;">Total Revenue</td> <td style="background-color: #00a0e3; color: white;">\$6,396,000</td> </tr> <tr> <td>Incentive Income</td> <td>\$3,590,000</td> </tr> <tr> <td>Gov. Grants/In Kind/Restricted Funds</td> <td>\$2,806,000</td> </tr> <tr> <td style="background-color: #00a0e3; color: white;">Total Expense</td> <td style="background-color: #00a0e3; color: white;">\$11,214,797</td> </tr> <tr> <td>Community Investment</td> <td>\$7,490,000</td> </tr> <tr> <td>Programs</td> <td>\$2,372,000</td> </tr> <tr> <td>Administration</td> <td>\$1,303,000</td> </tr> </tbody> </table> </div>	Total Revenue	\$6,396,000	Incentive Income	\$3,590,000	Gov. Grants/In Kind/Restricted Funds	\$2,806,000	Total Expense	\$11,214,797	Community Investment	\$7,490,000	Programs	\$2,372,000	Administration	\$1,303,000	
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<p>2023 Budget Review/Approval (Cont.)</p>	<p>Eddie also presented on SWACH’ s budget in the last five years and recognizing how much SWACH has expended their Revenue profile and not just reliant on MTP funding.</p> <p>For 2023 the budget was aligned with the priorities the following is a breakdown of each priority and percentage.</p> <div data-bbox="512 500 1472 997" data-label="Complex-Block"> <p>2023 Expense Snapshot and Priority Alignment</p> <ul style="list-style-type: none"> • Priorities 1 & 2: Impacted Communities <ul style="list-style-type: none"> • \$7.4 M Community Investment <ul style="list-style-type: none"> • \$1.6 M New Investment • \$3.9 M Investment in Workforce <ul style="list-style-type: none"> • 59 CHWs / Care Coordinators • 8.7% COLI • Community Impact Project: \$1.7 M • \$250 K Local Tribes • \$250 Ad Hoc • Priorities 3 & 4: Expanded Funding Portfolio and Strengthening Operations <ul style="list-style-type: none"> • Outsourcing Experienced Grant Writer • 6 new staff • Program Realignment • 8.7% COLI <table border="1" data-bbox="1041 621 1472 984"> <thead> <tr> <th></th> <th>Expense</th> <th>% of Budget</th> </tr> </thead> <tbody> <tr> <td>Community Investment</td> <td>\$7,430,467</td> <td>67%</td> </tr> <tr> <td>Personnel</td> <td>\$1,970,108</td> <td>18%</td> </tr> <tr> <td>Operations</td> <td>\$1,646,117</td> <td>15%</td> </tr> <tr> <td>Administrative</td> <td>\$1,302,665</td> <td>12%</td> </tr> <tr> <td>Programmatic</td> <td>\$9,912,132</td> <td>88%</td> </tr> </tbody> </table> </div>		Expense	% of Budget	Community Investment	\$7,430,467	67%	Personnel	\$1,970,108	18%	Operations	\$1,646,117	15%	Administrative	\$1,302,665	12%	Programmatic	\$9,912,132	88%	
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	<p>Below is a further breakdown of SWACH 2023 programs:</p> <p><u>HealthConnect</u></p> <ul style="list-style-type: none"> • Revenue \$2.03 <ul style="list-style-type: none"> • Reduction of \$662 k <ul style="list-style-type: none"> • Ending of current DOH Care Connect WA funding • DOH in negotiations for renewal in 2023/24, funding will be used to support ACH Hub infrastructure • OBPs in Pathways Program 																			



2023 Budget Review/Approval (Cont.)

HealthConnect (Cont.)

- Expense \$5.45 M
 - Reduction \$1.9 M
 - OBP Trend vs. Available
 - Client Assistance
 - Contracted Services
 - Ending of Current DOH
 - Maintain current staffing
 - COLI Investment in CHW Workforce

Equity and Collaborative Impact

- Reduction of \$1.2 M
 - Shift in focus
 - Building Capacity for Waiver 2 Funding & Initiatives
- Expense \$3.27 M
 - Reduction of \$1.9 M
 - Client Assistance & Community Investment
 - Ending of HRSA
 - Addition of 1 FTE Support
 - Community Impact Project

Program 3

- Health inequities and overall community health improvement - outside the scope of the HUB
- Intentional Focus of SWACH Impact Areas
 - Opioid response
 - Behavior health
 - Rural response
- ICA integration work
- Building Program Focus and Alignment with Waiver 2



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2023 Budget Review/Approval (Cont.)	<p><u>Breakdown of 2023 SWACH programs (Cont.):</u></p> <p><u>Program 3</u></p> <ul style="list-style-type: none">• Revenue \$500 k• Expense \$1.19 M• \$500k Pilot Community Investment• Extension of HRSA Program Initiatives / Community Investment• Additional Staffing and Operations• Program Director• Project Specialist <p><u>Admin and Fundraising</u></p> <ul style="list-style-type: none">• Revenue \$3.8 M<ul style="list-style-type: none">• DSRIP incentive income• Dedicated Fundraising Pool• Expense \$1.3 M<ul style="list-style-type: none">• Increase in Expense<ul style="list-style-type: none">• Personnel 3 FTE<ul style="list-style-type: none">• HR• BK• C&G• Professional Services<ul style="list-style-type: none">• Organization Evaluations and Supports• Grant Writer• \$60k investment in internal DEI work	



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2023 Budget Review/Approval (Cont.)	<p>Dawn opened the floor to any questions regarding the 2023 budget before the Board moves to voting.</p> <p>Andrea Pruet had a question concerning the anticipated funding from the Department of Health that is slated for mid-year 2023. Her questions: What are the sources of that money? Is that going to be relate on the foundation of public services process? Which was design for isolation and quarantine supports. Per Nichole, the Department of Health is moving away from primary focus of isolation and quarantine supports. And that the funding source is not clear at this time, since the governor has their decide package which still needs to be made. However, CareConnect infrastructure is identified as a top propriety for the Department of Health.</p> <p>Dawn asked for a motion to approve the 2023 Budget for SWACH</p>	Kevin Witte moved; Jackie Esperance seconded motion to approve 2023 SWACH Budget as is; motion passed unanimously.
Presentation on SWACH/Beacon Health Naloxone Project	<p>Ryan Carrillo; SWACH's Communication Manager, presented on SWACH/Beacon Health Naloxone project. Five machines were installed in Southwest Washington with the first machines being installed in late October and Early November. The machines are located with Partner agencies that are either providing addiction services or other resources.</p> <p>The project has been picked up by three local media outlets (The Columbian, KOIN 6, and Fox 12) and there has been further media coverage in 20+ publications nationwide, along with two national outlets (Washington Examiner and Daily Mail).</p> <p>Recognition was given to Ami Hanna by Lifeline Connections for her outstanding community work in the Naloxone project.</p>	
Executive Director Update	<p>Nichole Peppers; SWACH's Executive Director, went over SWACH's year in review for 2022 and provide a preview of what's to in 2023. Recognizes that SWACH has an incredible staff and Community Partners, who have been very supportive in continuing the work as a stable within the SW Washington community. She further recognized that SWACH is accountable to their community and to always place that focus on their priorities and to drive forward health equity.</p>	



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Executive Director Update (Cont.)	<p>Throughout 2022 SWACH focused on the following Major Goals:</p> <ol style="list-style-type: none">1) MORE ALIGNED COMMUNITIES: An integrated ecosystem that optimizes resource use delivers less fragmented services.2) IMPROVED HEALTH & EQUITY: Better, more equitable health outcomes for all.3) STRONGER PARTNERSHIPS FOR CHANGE: Greater ability to address shared complex challenges & invest upstream together. <p>Within each goal there were notable progresses that were made in 2022 -</p> <p><u>Goal - More Aligned Communities</u></p> <ul style="list-style-type: none">• Programs maintain strong operations and staffing<ul style="list-style-type: none">- Staff wellness / Updated Handbooks• Community engagement principles by programs prioritized• All contracts successfully administered• Cross ACH convenings <p><u>Goal - Improved Health & Equity</u></p> <ul style="list-style-type: none">• Successful HRSA grant (Federal grant on outreach work that is culturally specific)• Trueblood collective renewal• DOH CareConnect WA renewal with increased funding• Elevate ACH supports at state level <p><u>Goal - Stronger Partnerships for Change</u></p> <ul style="list-style-type: none">• HB 1504 and Training Funds focus on increased workforce development• Elevated CHRs in Hub• Increased Hub partner agencies (Board elected to fund for 2022. It's been a very successful work)• Significant Covid-19 supports through programs across the region	



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<p>Executive Director Update (Cont.)</p>	<p>Nicole Peppers also went over her own Executive Director goals and their notable progress in 2022.</p> <p><u>Goal - Participate in MTP Waiver 2 negotiations to fully represent the SWACH region</u></p> <ul style="list-style-type: none">• Comprehensive public comment period participation, letters of support sent from SW region• Continued participation with HCA and advocating for equity and Hub funds <p><u>Goal - Better staff wellness and equitable participation across SWACH</u></p> <ul style="list-style-type: none">• Supportive staffing levels• Equity focused goals• Updated Employee handbook• Staff retreat• Equity centered hiring practices• Equity focused staff trainings to support hiring and supervision <p><u>Goal - Promote a cultural of accountability and repair SWACH connections across region</u></p> <ul style="list-style-type: none">• Staff and leadership connection expectations• Transparency of HLC• Progress on RJ plan• Renewal and new partner agency contracts across organization	



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<p>Executive Director Summary (Cont.)</p>	<p>There are 5 key performance indicators that programs have been working through. These indicators are used as a guide as SWACH contentions to develop their work, achievements, and priorities for 2023. A deep dive of these indicators was given during the August 2022 BOT meeting.</p> <p><u>5 key performance indicators</u></p> <ul style="list-style-type: none">➤ COMMUNITY ENGAGEMENT & POWER BUILDING➤ COORDINATED SERVICE MODEL➤ DATA & PROGRAM INFRASTRUCTURE➤ COMMUNITY BASED WORKFORCE➤ COMMUNITY INVESTMENT & SUSTAINABILITY <p>Nichole Peppers further went over SWACH's 2023 Strategic Priorities and where the work will be centered.</p> <ul style="list-style-type: none">• Work with and for the communities most impacted by health inequities• Strengthen SWACH systems and operations• Renewable, braided funding resources• Collaborate, build trust and prioritize community <p>Each board member received SWACH's strategic priorities plan during the October Board retreat, which provides a more detailed breakdown of possible strategies.</p>	



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<p>Open Topic Discussions</p>	<p>Andrea Pruett brought up how difficult it's been for her to find information on the HCA website on the reports submitted by ACHs is 'Client and patient level data and outcomes.' States it's difficult to assess the magnitude of impact using processed based measures. Would like to quantify how many clients are served via demographic breakdown and be able to assess progress outside of Partners and Contracts.</p> <p>With centering community as a goal, Pruett asks how SWACH will be measuring progress, what baselines are going to be established, and what's the timeframe and time horizon that will be used to assess meaningful changes and impact in both health equity and racial equity to help close some the gaps in priority populations. Pruett states one of her professional propriorities for SWACH moving into 2023 is to figure out what resources does SWACH need to start reporting out and reviewing patient and client level data.</p> <p>Per Nichole Peppers that data may not be located on the HCA website. Peppers brought up SWACH's partnership with CORE and the creation of a tableau page designed to review year over year the original initiatives set up by the HCA for ACHs to address. Noted that patient level data is not included but does mark data by county and shows progress within the Southwest Washington region, baseline, and State average. Pruett asked if the tableau page was public facing, which Peppers responded that the information is public facing. Pruett further asked where patient level metrics were located within SWACH's internal framework, so the Board could be aware of that data.</p> <p>Nichole Peppers finished answering Pruett's prior questions. Stated that when the HCA initially funded for ACHs, there were initiatives around patient level data that the HCA haven't been able to fully realize due to structural issues. SWACH recognized that patient level data and racial demographics are very important to measure process, so SWACH elected to fund a three-year evaluation of the HealthConnect Hub with Providence CORE. 2022 is the final year of that contract and CORE is completing their evaluation of patient and clients that were both referred and enrolled within the program to gain a comprehensive evaluation of SWACH's Care Coordination services.</p>	



TOPIC		MOTION / ACTION
Open Topic Discussions (Cont.)	<p>Peppers brought up that this will be an opportunity for the Board in early 2023 to review the evaluation and presentation from CORE and start integrating that work in future projects.</p> <p>Robb Kimmes further explained to Pruett that patient level data sits with MCOs has even provided a struggle within his organization in addressing population health and bring value and reduce cost has been a frustrating situation due to not getting that patient level data from MCOs or HCAs. Mentioned that they are starting to make progress, but that it's been a difficult battle to make change when there is a lack of data.</p>	
Public Comments	There were no questions or comments from the public.	
Adjourn	Dawn Tolotti adjourned the public meeting and reminded the Board that the Executive Session has been cancelled.	