

## SWACH Board of Trustees Meeting Minutes

December 09, 2021

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), Karen Stral (Secretary), David Kelly, Andy Tucker, Susan Stearns, Worku Negussie, Sarah Brewer.

**Staff Present:** Jason Burton, Kim Lepin, Eric McNair Scott, Nichole Peppers, Janet Sanchez, Dominique Horn, Brandi Williams, Nicole Hamberger, Basevi Adamo, Ryan Carrillo, Ren Autrey.

**Guests:** Alanna Hein

**Members Absent:** Steve Kutz, Connie Mom-Chhing, Kirby Richards.

**Minutes Formatted by:** Janet Sanchez

TOPIC	DISCUSSION (HIGHLIGHTS)	MOTION / ACTION
<b>Call to Order</b> <ul style="list-style-type: none"> <li>- Land Acknowledgement</li> <li>- Introductions</li> </ul>	This meeting was called to order by Dawn Tolotti at 9:04 am. <ul style="list-style-type: none"> <li>- SWACH's Land Acknowledgement read</li> <li>- Introductions of new staff members were made by Ami Hanna and Janet Sanchez.</li> <li>- Dawn Tolotti introduced and welcomed Nichole Peppers as the new Executive Director</li> </ul>	
<b>Consent Agenda</b> <ul style="list-style-type: none"> <li>• June 2021 Board of Trustee Minutes</li> </ul>	No discussion on consenting agenda	Karen Stral moved; Robb Kimmes seconded motion to approve the minutes from the August 2021 Board of Trustees meeting; motion passed unanimously
<b>Annual Conflict of Interest 2022</b>	Form was introduced and reviewed by Nichole Peppers. No changes have been made to the ACI form from the 2021 version. The form will be emailed to each Board member after the meeting via DocuSign.	Janet Sanchez to send out Annual Conflict of Interest 2022 form after the meeting.



TOPIC	DISCUSSION (HIGHLIGHTS)	MOTION / ACTION
<b>Bylaws Revision Approval</b>	<p>Dawn Tolotti introduced Robb Kimmes, who presented on the revisions made to SWACH's Bylaws. The Bylaws were written before SWACH started the Medicaid Processes, so updates had to be made to correlate with changes.</p> <p>➤ <b><u>Bylaw Changes:</u></b></p> <ul style="list-style-type: none"><li>• Section 4.5 Vacancies - Clause concerning member absences was added. After three consecutive meetings without sufficient excuse for absence, Board may elect to remove Director from their position.</li><li>• Section 4.6 Annual Meeting will be held during December each year.</li><li>• Section 4.14 Executive and Other Committees. Clauses added: Each Board Member is expected to serve on at least one SWACH committee. The Executive Committee shall have the same powers and authority as the Board of Trustees and may take any actions(s) on behalf of the board.</li><li>• Section 5.3 Past-President was added to the Bylaws. Past-President shall serve as an advisor to the Executive Committee and Board of Trustees.</li></ul> <p>Kevin Witte liked that there were positions listing Assistants and hopes these positions are used as a transitioning tool to help those who are new and coming into an elected position with the Board.</p> <p>Dawn Tolotti thanked the Bylaws Review Taskforce for taking on this task - Robb Kimmes (Chair), Dave Kelly, Sarah Brewer, and Alanna Hein.</p>	<p>Kevin Witte moved; Karen Stral seconded motion to approve revision Bylaws; motion approved unanimously</p>
<b>HealthConnect Advisory Council</b>	<p>The HealthConnect Advisory Council is in front of the Board for approval as a functioning council of SWACH. Council would be made up of staff, community members, and a Board Member(s).</p> <p>Background: The HealthConnect Hub serves as a central point of operation for multiple care coordination programs operated by SWACH. HealthConnect</p>	<p>Karen Stral moved; Worku Negussie seconded motion to approve HealthConnect Advisory Council; motion approved unanimously</p>



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HealthConnect Advisory Council (Cont.)	<p>Advisory Council is directly related to the work of HealthConnect Hub. The council's goal is to bring stakeholders, community members, and HealthConnect staff together to review data from the Care Coordination Models to guide and advise the strategies of HealthConnect and identify gaps in service. The HealthConnect Advisory Council will provide meaningful opportunities for community to give feedback to HealthConnect about its systems, program models, and provide accountability measures for data quality improvement. Additionally, the HealthConnect Advisory Council will provide the community with an opportunity for a deeper understanding of the strength of care coordination models through HealthConnect.</p>	
Finance Committee	<p>Jason Burton presented the quarter three financial reports. He highlighted the bottom line in the September report, that shows SWACH has an increase in their Net Assets. Revenue over expenses of 1.8 million, where SWACH was budgeted to be at a loss of 2.8 million. A significantly good place for SWACH to be at - these funds come from the Medicaid Transformation ACH project.</p> <p>2022 Budget Presentation</p> <p>SWACH's Proposed 2022 Budget includes \$9.8 Million in revenue and \$13.3 Million in Expenses. Overall recommend approval of \$13.4M Budget for 2022.</p> <p><b>New Revenue Sources:</b></p> <ul style="list-style-type: none"><li>• The revenue side represents a \$5 Million increase in revenue over 2021's budgeted revenue.</li><li>• An additional \$1.8 million in Department of Health funding for the Care Connect Washington Program.</li><li>• An additional \$730,000 in HRSA funding for the Vaccine Access program.</li><li>• An additional \$2.2 Million in estimated DSRIP (Health Care Authority Medicaid Transformation) incentives for demonstration years 4-6.</li></ul>	<p>Robb Kimmes moved; Kevin Witte seconded motion to approve financials; motion approved unanimously</p> <p>Kevin Witte moved; Robb Kimmes seconded motion to approve budget presented by Jason Burton; motion approved unanimously</p>



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Finance Committee (Cont.)	<p><b>Expenses:</b></p> <p>On the expense side, this represents an increase of \$6.2 Million in expenses over the 2021 Budget. The three major factors contributing to the increase are:</p> <ul style="list-style-type: none"><li>• \$2.5 Million in “pass through expenses” related to new grant funded work SWACH is doing for the Department of Health’s Care Connect Washington Program, and the HRSA (Federal) program to use the community-based workforce to increase COVID vaccine access. Pass through expenses include rent, utility, and fresh food assistance for individuals quarantining due to COVID, and subawards to local Care Coordinating agencies who employ the Community Based Workers who provide the vaccine outreach and make the contacts with quarantining households in need of assistance. All “pass through” expenses have corresponding revenue in the budget</li><li>• \$2.6 Million increase for HealthConnect to expand the Pathways program through Outcome Based Payments and Community Health Worker support going to local Care Coordinating Agencies. These expenses are dependent on the performance of CHWs and contracting with Care Coordinating Agencies that hasn’t been done yet. These expenses are budgeted at an “absolute maximum” level, but 2022 will be a data gathering and level setting year, and the likelihood is that SWACH will spend considerably less than budgeted.</li><li>• \$1 Million increase to Medicaid Transformation related contracts with Clinical and Community Based Care Organization Partners.</li></ul> <p><b>Personnel</b></p> <ul style="list-style-type: none"><li>• SWACH’s 2021 Personnel budget included 20.5 FTE at \$1.7 Million.</li><li>• SWACH is currently operating at 15 FTE with an annual overall personnel cost of \$1.4 Million.</li><li>• The 2022 Budget includes personnel costs totaling \$1.8 Million for 18 FTE.</li></ul>	



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Finance Committee (Cont.)	<p>The 2022 Budget would allow us to hire 3 new FTE in 2022:</p> <ul style="list-style-type: none"><li>• In-house Data Analyst, which will help us reduce dependence on consultants</li><li>• Additional HealthConnect Manager to ease capacity issues</li><li>- Reduce dependence on Uncommon Solutions by 30%</li><li>• Integrated Care Assessment Project Manager to manage Health Care Authority required assessment and ease Equity &amp; Collaborative Impact capacity issues</li></ul> <p>The budget increase is also intended to allow SWACH to continue work that has begun with Cascade Employer's Association to evaluate SWACH pay ranges and develop a compensation philosophy and pay scale that will increase transparency and equity in our pay structure and increase our ability to competitively hire and retain quality employees.</p> <p>Budget approval with a plan to revisit/revise in June 2022 due to changes in:</p> <ul style="list-style-type: none"><li>• Care Connect Washington (DOH) Funding</li><li>• Updates on DSRIP DY6 Funding and DY4-5 Incentives</li><li>• Updates on DY6 Expectations</li><li>• Updates on HealthConnect Pathways Outcome Based Payment Trends</li><li>• Updates on new HealthConnect Funding Opportunities</li></ul> <p><b>Summary of Overall Financial Position</b></p> <p>Overall, considering a forecast of our financial position at the end of 2021, SWACH is estimated to begin 2022 with approx. \$18 Million in net assets. The 2022 budget as presented would leave us with an estimated \$14.4 Million in Net Assets at the end of 2022, almost all of which would be ACH DSRIP Funds from Years 1 -6 of the Medicaid Transformation Project.</p>	



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Finance Committee (Cont.)	<p>Two forecasting models have been run to evaluate SWACH's long term position - one model assumes the continuation of the DOH Care Connect WA funding and HCA Trueblood Funding at the current levels, and the other eliminates those after the current contracts end. Both models assume no other new funding sources and assume there will be no additional ACH Funding beyond Year 6 (2022). They assume staffing, partner investments, and most other expenses are maintained at 2022 budget levels. The model which includes continuations of DOH and Trueblood funding shows SWACH as sustainable through all of 2024.</p> <p>The model which eliminates those funding sources shows SWACH as sustainable through Q2 2024.</p> <p>These funding models that show SWACH as only sustainable into 2024 are truly "worst case scenarios" and should not raise significant alarm at this point. SWACH continues to pursue and secure new funding sources, and there is a strong likelihood of a new 5-year waiver for the ACHs. By mid-year of 2022 we expect to be revisiting the budget and overall forecast with a considerable amount of new information that will present a much clearer picture of SWACH's long term outlook.</p>	
Thank You - Outgoing Board Members	<p>Dawn Tolotti thanked the following Board of Trustees members; Karen Stral, David Kelly, Connie Mom-Chhing, and Kirby Richards, for their service on the SWACH board as their terms come to an end.</p> <p>Karen, Kirby, and Dave have been apart of the SWACH Board since 2017 and Connie joined back in 2020 as the MCO representative. Currently there is an arrangement between the MCOs to rotate in two-year terms.</p> <p>Thank you to Alanna Hein for her service as SWACH's interim Executive Director and helped with creating stability within SWACH.</p>	
Election of Board Officers and Board Member Appointments	<p>Karen Stral began with reappointment of two Board Members, Robb Kimmes and Andy Tucker, for another three-year term.</p>	<p>Karen Stral asked for verbal approval to reappointment Robb and Andy to the BOT for a three-year term. Board approved unanimously</p>



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<b>Election of Board Officers and Board Member Appointments (Cont.)</b>	<p>Next order of business was Board officer elections. Each Board officer position is a one-year term. Elections were done verbally by the Board Members.</p> <p>Dawn Tolotti for SWACH Board President - Board voted yes unanimously</p> <p>Robb Kimmes for SWACH Board Vice-President - Board voted yes unanimously</p> <p>Kevin Witte for SWACH Board Treasurer - Board voted yes unanimously</p> <p>Andy Tucker for SWACH Board Secretary - Board voted yes unanimously</p> <p>➤ If any Board Members are interested in either the Assistant Treasure or Secretary positions, please send Nichole Peppers or Dawn Tolotti your interest.</p> <p><u>New Board Member Appointments</u></p> <p>➤ Matania Osborn, new MCO representative from Amerigroup for a two-year term.</p> <p>➤ Karyn Kameroff, as the new social services and Tribal representative for a three-year term.</p>	<p>Karen Stral asked for verbal approval to vote in Board officers for 2022. Board voted yes unanimously</p> <p>Karen Stral asked for verbal approval to vote in Matania Osborn as a Board member. Board voted yes unanimously</p> <p>Karen Stral asked for verbal approval to vote in Karyn Kameroff as a Board member. Board voted yes unanimously</p>
<b>Committee Membership</b>	<p>Dawn Tolotti discussed a need to have each Board Member participate in SWACH's committees and help serve as chairs or members.</p> <ul style="list-style-type: none"><li>• Participation in SWACH's committees has been added to the Bylaws</li><li>• Work on committee structure to engage community membership and pinpoint how SWACH will recruit for community membership</li><li>• Identifying SWACH Staff support</li><li>• Determine meeting frequency</li><li>• Sustainability Committee not needed at this time</li></ul>	<p>Karen Stral moved; Kevin Witte seconded motion to suspend the Sustainability Committee; motion approved unanimously</p>



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<p>Year-End Staff Reports</p>	<p>Kim Lepin, Director of Equity and Engagement, wanted to use this opportunity to really reflect and highlight the value and importance of SWACH’s community-base workers. For this report, we really wanted to include staff that supports the community workforce directly.</p> <p>HRSA Funding - Awarded to SWACH earlier in the year, which helped fund the MCAW (Mobilizing Culturally Appropriate Community-Based Workforce) project to increase COVID-19 vaccine access. MCAW provides community based COVID-19 vaccine engagement, education, and access to the vulnerable populations served across Cowlitz, Clark, Skamania, and Klickitat Counties.</p> <ul style="list-style-type: none"> <li>• 1-million-dollar fund from August 2021 to July 2022</li> <li>• Majority of funding is going towards FTE community base work force and incentives to community members to get vaccinated</li> <li>• All partners are culturally specific and related to the communities we’re hoping to reach that have historically been underserved.</li> <li>• 5 FTE among MCAW project</li> <li>• HRSA has robust data collection requirements related to the work <ul style="list-style-type: none"> <li>- CBW are capturing all their education and outreach activities</li> <li>- Providing surveys to collect data on why community members were hesitant to get the vaccine</li> </ul> </li> <li>• SWACH has two lead community-based workers <ul style="list-style-type: none"> <li>- Dominique Horn</li> <li>- Brandi Williams</li> </ul> </li> </ul> <p>They have a lead role in providing training to the MCAW community workforce and technical assistance.</p> <p><u>Participants</u></p> <ul style="list-style-type: none"> <li>- Southwest Washington Equity Coalition and Youth and Family Link <ul style="list-style-type: none"> <li>• Through this partnership they are in the process of hiring 11 community-base workers that are bilingual or trilingual</li> </ul> </li> </ul> <p><u>CARE Connect Washington Partners:</u></p> <ul style="list-style-type: none"> <li>- Clark Cowlitz Fire &amp; Rescue</li> <li>- Lutheran Community Services Northwest</li> <li>- SeaMar        - Washington Gorge Action Programs</li> <li>- Share         - SWACH</li> </ul>	





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Year-End Staff Reports (Cont.)	<p><b><u>SWACH's 5 Foundational Elements</u></b></p> <ul style="list-style-type: none"><li>• Collaborative voice and power sharing.</li><li>• Coordinated service model.</li><li>• Data and program infrastructure.</li><li>• Community Based Workforce</li><li>• Community investment and sustainability</li></ul> <p><b>MCAW has three activities within the project</b></p> <ul style="list-style-type: none"><li>- Direct Community Intervention: Doing outreach and education to our community members to increase vaccine acceptance / remove barriers</li><li>- Shared learning: Bringing together the MCAW community base workforce to share what they are learning within the community and bringing them together with the HealthConnect Cohort and trainings.</li><li>- Workforce Development: Funding for this project is bringing together community base workers around COVID-19 but it is also providing professional development for each CBW.</li></ul> <p>Survey Results: The COVID-19 vaccine hesitancy is due to barriers much deeper than what MCAW community base worker can remove. Overall goal is relationship building and trust within the community.</p> <p><b>Key Performance Indicators – Community Engagement and Power Building</b> Eric McNair Scott, Director of Community and Clinical Linkages provided a breakdown representing the efforts and accomplishments of 2021.</p> <ul style="list-style-type: none"><li>• HRSA/MCAW project is a great example of the accomplishments of 2021.</li><li>• Community-based workforce are essential drivers for equity and access.</li><li>• Efforts to center a workforce that provides a culturally appropriate response to care needs is important</li><li>• Whole-person care support is a key effort to improve equitable health outcomes</li></ul> <p><b>AIM:</b> To provide the infrastructure and support for strengthening and developing the community base workforce.</p> <p><b>Need:</b> To be able to demonstrate and measure the impact of effort and understand where there is success and opportunities for improvement and share that understanding with the community and stakeholders.</p>	



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<p>Year-End Staff Reports (Cont.)</p>	<p>Presented 15 key performance indicators that have been worked on by SWACH. The framework is built around understanding, monitoring, and measuring the impact of SWACH's work.</p> <p>Report Period: October - November 2021 on one Key performance</p> <p>Key Objective- Shared Learning: Increase shared learning, listening, and workforce development opportunities for SWACH and its HealthConnect HUB to actively convene and address health outcomes, equity, and collective impact.</p> <p>The average percentage target is at 92% - goal is to continue that percentage participation in shared learning opportunities. Data sourced from Cohort meeting roasters, survey reports, and agendas.</p> <p><u>Connection to Equity - Always be thinking with a framework of equity</u> Equity is advanced by bringing together, for shared learning, a cross sector of partner agencies and community-based workers that reflect and support the racial, cultural, and geographic diversity of our communities and represent a continuum of diverse community and clinical resources and services. Equity and access are continuously strengthened through shared learning, listening, and workforce development that builds interdependent networks and an ecosystem of care in which historically marginalized voices are amplified and historically siloed resources are connected.</p> <p><u>Connection to Long-Term Outcomes</u></p> <ul style="list-style-type: none"><li>• An aligned and integrated resource ecosystem that delivers less fragmented services.</li><li>• Better, more equitable health outcomes for all.</li><li>• Reduced hospital readmissions, ED utilization, non-acute 911 call utilization, and recidivism.</li><li>• HealthConnect Hub contracting and funding mechanism supporting upstream funding to community-based partner agencies and community-based workforce.</li></ul>	



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Year-End Staff Reports (Cont.)	<p><u>Community Based Workforce Panel Discussion</u></p> <p>Eric McNair Scott introduced each member of the panel. Each member is deeply involved with the community base workforce, shared learning key performance, and the HRSA work. Panelists were asked alternating questions by Kim Lepin and Eric McNair Scott on their experiences and personal perspectives.</p> <p>Panelists:</p> <ul style="list-style-type: none"><li>• Brandi Williams - HealthConnect Engagement Coordinator</li><li>• Dominique Horn - Community Mobilization Coordinator</li><li>• Nicole Hamburger - HealthConnect Coordinator</li><li>• Ren Autrey - HealthConnect Coordinator</li></ul>	
Public Comments	<p>Public comments went into effect at 10:55am</p> <ul style="list-style-type: none"><li>• There were no questions or comments from the public.</li></ul>	
Adjourn	<p>Dawn Tolotti adjourned the public meeting and announced the Board would reconvene in <b>Executive Session</b> at 10:56AM.</p>	