

Public Hospital District #2  
Board Special Meeting Agenda

DECEMBER 4, 2015

5:30 PM

TO

DECEMBER 5, 2015

4:30 PM

Tulalip Resort  
Alder Room

- 
1. Call to Order
  2. Strategic Planning Discussion
  3. Other Business
  4. Adjourn



**PUBLIC HOSPITAL DISTRICT NO. 2 OF SNOHOMISH COUNTY, WASHINGTON**

**BOARD SPECIAL MEETING  
December 4 to 5, 2015  
Tulalip Resort**

**Commissioners  
Present**

Fred Langer, President  
Bob Knowles, Commissioner  
Karianna Wilson, Commissioner  
Deana Knutsen, Commissioner  
J. Bruce Williams, MD, Commissioner

**Staff**

Carl Zapora  
George Kosovich  
Jennifer Piplic  
Lisa King  
Sue Waldin  
Karen Goto

**Guest**

Andrew Ballard, Facilitator

**Dinner/Reception**

A dinner and reception was held on Friday, December 4 from 5:30 to 8:00 p.m. No business was conducted.

**Call to Order**

On Saturday, December 5 the Special Meeting of the Board of Commissioners was called to order by President Langer at 7:59 a.m.

**Strategic Planning  
Discussion**

The board went into a strategic planning discussion. Topics included a planning review, mortality data, SWOT analysis, community programs brainstorming, reserve balance, property development activity, officer & committee preference for 2016, and priority goals. A written summary, including the SWOT analysis and identified program priorities will be produced by the facilitator. Commissioners shared their opinions on the appropriate amount of cash reserves the District should maintain, generally agreeing that \$40 million is still the goal by 2020.

The Finance Committee was tasked with evaluating real estate opportunities and strategy and presenting a summary to the full board for action. The plan should consider financial reserve balances, real estate investments and community program investments.

Verdant will engage Thomas & Associates to do further investigation on the target recreation property.



No action was taken at the meeting.

**Executive Session**

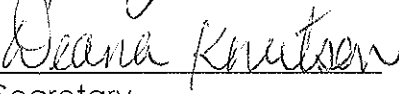
President Langer recessed the special meeting at 2:43 p.m. into Executive Session to discuss the Superintendent contract. President Langer stated that the board would reconvene in 20 minutes and no action would be taken.

**Adjourn**

There being no further business to discuss, the meeting was adjourned at 3:00 p.m.

**Attest By:**

  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
Secretary





## Board Retreat Materials Index

	<u>Page #</u>
1. Agenda	1-2
2. Verdant Mission, Vision, Values	3
3. Verdant Priorities and Program Framework	4-5
4. Needs Assessment/Community Data	6-12
5. Verdant Commissioner Interview Report	13
6. Summary of Program by Type	Handout
7. Verdant Tradeoffs Matrix	14-16
8. Indoor Recreation Analysis Executive Summary	17-18
9. Officer/Committee Preference Sheet	19
10. Financial and Committee Summary	20



# Verdant Health Commission

## Strategic Planning Retreat Agenda

December 5, 2015

Activity	Timeline
<i>Breakfast</i>	<i>7:30AM</i>
<b>1. Retreat Preliminaries</b>	<b>8:00AM</b>
1.1. Opening remarks	
1.2. Agenda review	
1.3. Roles & responsibilities	
<b>2. Planning Review</b>	<b>8:30AM</b>
2.1. Vision, mission & values	
2.2. Last plan priorities	
2.3. Needs assessment/community data	
2.4. Board interview summary	
<b>3. SWOT Analysis</b>	<b>9:00AM</b>
3.1. Strengths	
3.2. Weaknesses	
3.3. Opportunities	
3.4. Threats	
3.5. Priorities	
3.6. Tradeoff matrix	
<i>Morning break</i>	<i>10:30AM</i>
<b>4. Tradeoff Matrix Discussion/Goals</b>	<b>10:45PM</b>
4.1. Review 2019 tradeoff matrix	
4.2. Process guidelines	
4.3. Community programs brainstorming	
4.3.1. Long-term prevention	
4.3.2. Treatment/Access to healthcare	
4.3.3. Targeted funding & initiatives	
4.3.4. Broad and open funding	
4.3.5. Programs serving individual residents	
4.3.6. Community infrastructure	
<i>Lunch and check out</i>	<i>Noon</i>



<b>4. Tradeoff Matrix Continued</b>	<b>12:45PM</b>
4.4. Verdant organizational brainstorming	
4.1.1. Reserve balance	
4.1.2. Property development activity	
<b>5. Establish Priority Goals</b>	<b>1:45PM</b>
5.1. Goals prioritization	
5.2. Frame top goals	
<i>Afternoon Break</i>	<i>2:30PM</i>
<b>6. Commissioner Opportunities</b>	<b>2:45PM</b>
6.1. Leadership positions	
6.2. Committee assignments	
<b>7. Wrap Up Retreat</b>	<b>3:15PM</b>
7.1. Next steps	
7.2. Evaluation	
7.3. Closing remarks	
<b>8. Executive Session</b>	<b>3:45PM</b>
<i>Adjourn</i>	<i>4:30PM</i>





Public Hospital District No. 2, Snohomish County /  
Verdant Health Commission  
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## Verdant Mission and Vision:

**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.



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## Values

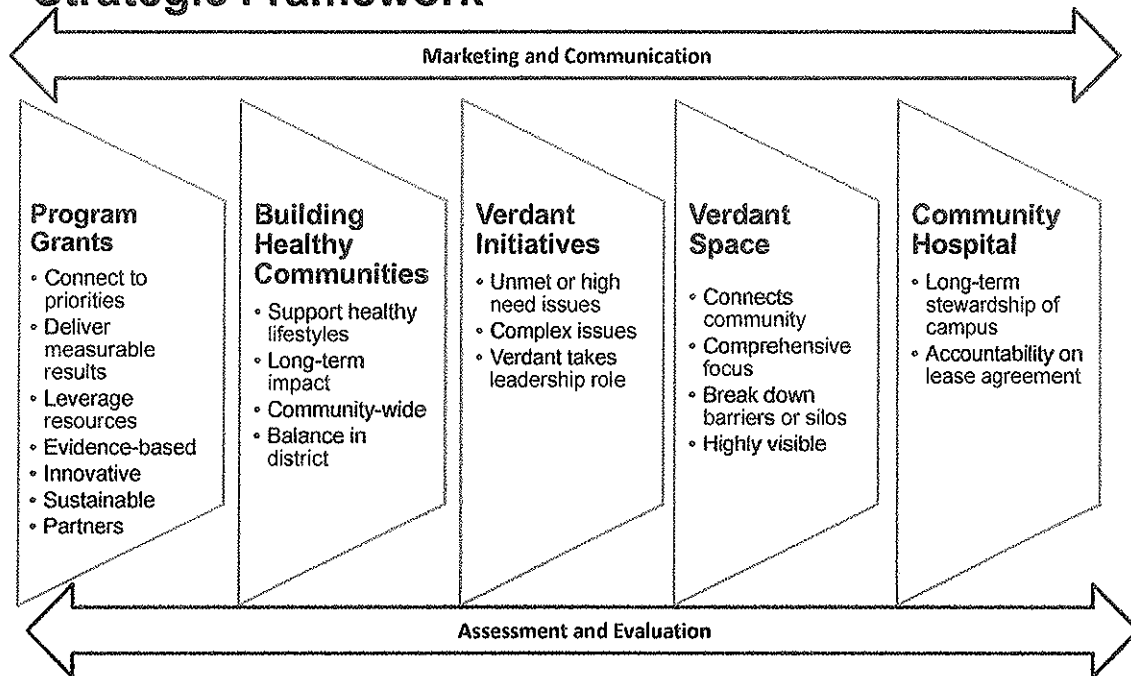
- **Compassion**  
We act with compassion and care for our whole community.
- **Accountability**  
We fulfill our responsibilities to our whole community and to each other with integrity and by investing in programs that demonstrate worthwhile results.
- **Respect**  
We are inclusive and treat all with 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.





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## Strategic Framework



**Public Hospital District No. 2, Snohomish County / Verdant Health Commission**  
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## Update on Priorities: Dental

	\$ Amount	# of individuals served
<b>Currently Funded Programs</b>		
1. Medical Teams International Mobile Dental Clinic + Vehicle Purchase	\$66,000 per year for three years + \$180,000 one-time	720 per year
2. Community Health Center of Snohomish County	\$125,000 per year for one year	200 per year
3. Senior Services/ CHL Geriatric Dental Program (UW partnership)	\$30,000	105 per year
4. Puget Sound Christian Clinic Dental Expansion	\$150,000 one-time + \$200,000 per year for three years	Under construction; expects to open Spring '16; 1,800 in year 1, 3,500 in 3 <sup>rd</sup> year
5. Project Access NW	\$45,000 per year	100 per year
<b>Total for 2016</b>	<b>\$466,000</b>	<b>2,925</b>





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## Update on Priorities: Behavioral Health

	\$ Amount	# of individuals served
<b>Currently Funded Programs</b>		
1. CHC of Snohomish County Integration Project w/CHS, iPASS	\$300,000 per year	425
2. Therapeutic Health Services – Youth Prevention Program	\$200,000 per year	1,500 (Started in Sept '15)
3. CHS – Youth Counseling Program	\$162,284 per year	120
4. Puget Sound Christian Clinic Mental Health Counseling	\$20,000 per year	45



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## Update on Priorities: Behavioral Health

	\$ Amount	# of individuals served
<b>Currently Funded Programs</b>		
5. Edmonds School District - Student Support Advocates	\$492,128 per year	350
6. Snohomish County Music Project – Music Therapy Program	\$29,000 per year	40
7. YWCA Mental Health Counseling	\$25,000 per year	200
8. Evergreen Recovery Center - Detox	\$200,000 one time	Under construction, to be completed in '16, 1,000 served per year
<b>Total annual</b>	<b>\$1.4 million</b>	<b>3,680</b>





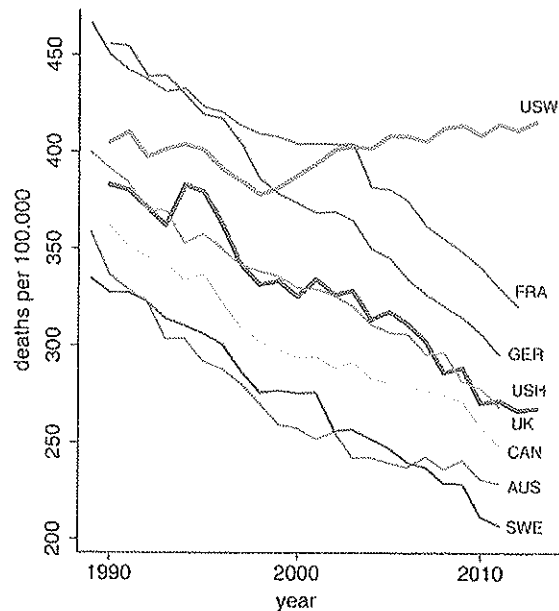
## Mortality Data (shared by Bruce)

Recent Study published in Proceedings  
of the National Academy of Sciences

## Snohomish Health District Data



### US death rates for Non-Hispanic White People (USW)



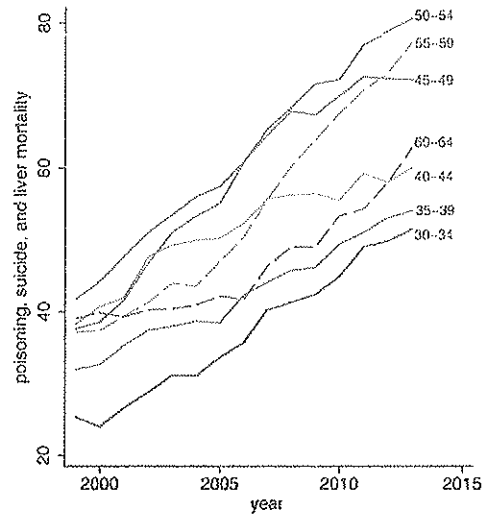
Source: National Center for Health Statistics, US Mortality Statistics, 1990-2010  
US Mortality Statistics, 1990-2010, US Mortality Statistics, 1990-2010





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**Death Rates by poisoning, suicide, liver mortality**

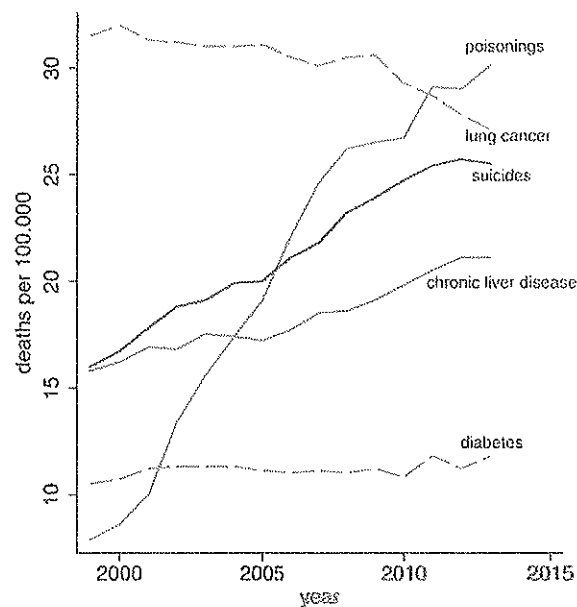


Death rates for poisoning, suicide, and liver mortality by age group, Snohomish County, 2000-2015. Data source: Snohomish County Health Department.



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**Death Rates compared to other causes**



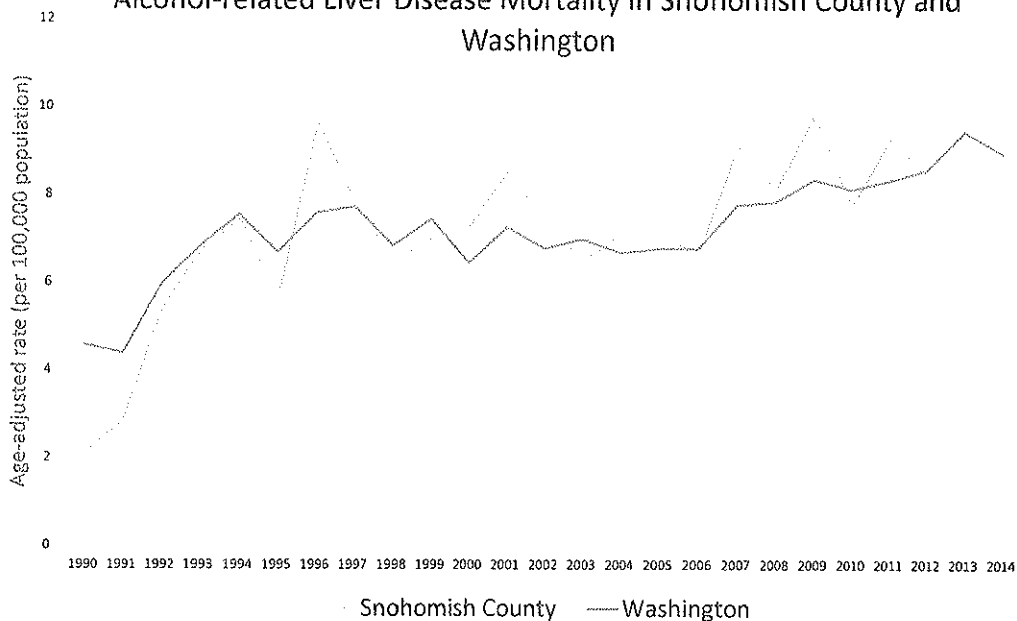
Death rates for poisoning, lung cancer, suicide, chronic liver disease, and diabetes, Snohomish County, 2000-2015. Data source: Snohomish County Health Department.





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Alcohol-related Liver Disease Mortality in Snohomish County and  
Washington



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Accidental Poisoning Mortality in Snohomish County and  
Washington







**Verdant Health Commission Update**  
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# **Resident Feedback**

**Board Retreat**  
**December 5, 2015**



**Public Hospital District No. 2, Snohomish County /**  
**Verdant Health Commission**  
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## **Community Feedback on Interests/Needs**

- **Needs Assessment**
  - Focus Groups (n=96)
  - Multi-modal (n=400)
- **Grand Opening Survey (n=111)**





## **Needs Assessment: Audience Demographics**

- Focus groups – 96 residents
  - Low-income residents (21 total)
  - Spanish-speaking parents (27 total)
  - Youth (29 total)
  - Family Caregivers (19 total)
- Multi-modal survey – 400 residents
  - Average age: 46
  - 15% at or below 200% of FPL; 85% above
  - 87% some college or more



## **Needs Assessment: Feedback**

- Focus Groups (Spring 2013)
- What gets in the way of you living a healthy life? What other services would help you live a healthier life?
  - Lack of money, housing, transportation, motivation and time were top barriers to being healthy
  - Participants want easier, more streamlined access to medical care, including dental, behavioral health, vision





## Needs Assessment: Feedback

- Multi-modal Survey (Spring 2013)
  - 20% attended a health education program in the past year
  - Women and people at/below the 200% FPL are most likely to attend educational health program
  - Social or Health-related Services Requested (n=44):
    - Dental services/reduced rate dental care: 11 responses
    - Low-cost checkups: 4 responses
    - Urgent care/walk-in clinic: 4 responses
    - Mental health services/resources: 4 responses
    - Services for the elderly: 3 responses
    - Universal health care: 1 response
  - 7% of respondents were aware of Verdant

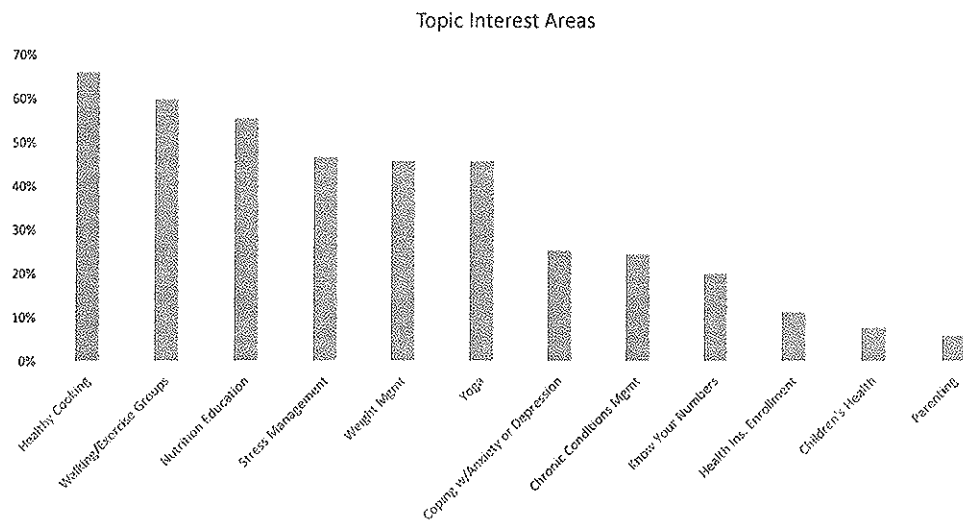


## Grand Opening Survey: Audience Demographics – 111 responses

- 82% female / 18% male
- Age
  - Over 51 years old: 74%
  - 31-50 years old: 14%
  - 29 or younger: 12%
- Zip codes
  - Lynnwood: 56%
  - Edmonds: 11%
  - MLT: 7%
  - Bothell: 3%
  - Other: 23%



## Grand Opening Survey: Feedback



## Summary

- Needs Assessment provided broadest perspectives about health interests and barriers
- Residents want easier access to low-cost care, especially dental and behavioral health
- Nutrition, cooking, walking groups all rank high in interest



## Verdant Commissioner Interviews Report

All five Commissioners were interviewed the week of October 5, 2015 to gather their perceptions and preferences regarding Verdant's current work, as well as the upcoming strategic planning retreat.






Following is a Key Findings Summary of reoccurring themes that surfaced as most dominant. Individual verbatim responses can be found in the spreadsheet following the Key Findings Summary below.

- 1. What do you believe Verdant currently does that delivers the most value to our local community?**
  - > Infrastructure, e.g. funding for Senior Services Center, athletic field and bike path.
  - > Programs, e.g. free swim lessons.
  - Note:** some commissions are more focused on wellness and others on services, e.g. prevention vs. intervention.
- 2. If you were to change one thing that Verdant does, to improve the value to our local community, what would that be?**
  - > More focused and less broad with our funding allocations to generate a greater impact.
- 3. If you were to add one thing to what Verdant already does, to deliver more value to our local community, what would that be?**
  - > No single common denominator, all very different responses (40+ age target; facility used for direct services not education; develop partnerships for leverage; re-evaluate what we want to impact; do healthy living PSA campaign).
- 4. In terms of our December planning retreat, what outcome do you want to achieve by the end of the day?**
  - > Get on the same page in terms of strategic priorities and funding allocation, by revisiting what we've done and align appropriately.
  - > Add an executive session to discuss leadership succession.
- 5. What concerns do you have, if any, regarding the December retreat or our strategic planning process in general?**
  - > Don't want to get stuck with legacy projects, we need to look at new things to do.
  - > Don't want to get stuck on one commissioner's agenda.
- 6. Do you have anything else you'd like to share in addition to the topics we've already covered?**
  - > Multiple and varied responses.





# Verdant in 2012

Category	High	More	Middle	More	High
<b>Community Programs</b>					
Long-term Prevention					
Targeted Funding & Initiatives					
Programs Serving Individual Residents					
<b>Verdant Organizational</b>					
Low Reserve Balance					
Little Property Development Activity					

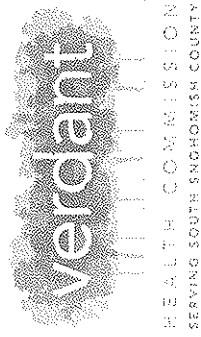




# Verdant in 2012, 2015

Category	High	More	Middle	More	High
<b>Community Programs</b>					
Long-term Prevention					
Targeted Funding & Initiatives					 ↓ 
Programs Serving Individual Residents					
<b>Verdant Organizational</b>					
Low Reserve Balance			 ↑ 		High Reserve Balance
Little Property Development Activity					A Lot of Property Development Activity





## Verdant Health Commission Update

### *Building the Foundation for a Healthier Community*

# Verdant in 2019?

Category	High	More	Middle	More	High	
<b>Community Programs</b>						
Long-term Prevention						Treatment/Access to Healthcare
Targeted Funding & Initiatives						Broad and Open Funding
Programs Serving Individual Residents						Community Infrastructure
<b>Verdant Organizational</b>						
Low Reserve Balance						High Reserve Balance
Little Property Development Activity						A Lot of Property Development Activity





Wednesday, November 18, 2015

## **Pinnacle Indoor Sports Market Feasibility Study Report**

### **• Findings**

- Unmet demand for both indoor turf and hard court sports venues
  - Youth Baseball/Softball Communities
  - Youth & Adult Soccer and Flag Football Communities
  - Individual Adult Activities
- Existing indoor turf facilities are outdated and located out of the area
  - Everett
  - Snohomish
  - Woodinville
- There may be opportunities to join forces with private and/or non-profit organizations to provide needed improvements
- Expected revenue generation is more than sufficient to cover annual operating costs—but insufficient to repay the cost of land and construction

### **• Recommendations**

- To service local residents
  - Standard, boarded, indoor turf field
  - Two high school regulation basketball courts convertible into four regulation volleyball courts/basketball practice courts
  - Community meeting rooms; office space; food & drink concessions; other infrastructure



- Approximate size: 55,000 sq. ft.; construction cost approximately \$5.5 million plus 5 acres of land
- To accommodate future growth plus attract out-of-area visitors for tournaments and other special events
  - Oversize, open, indoor turf field divisible into multiple spaces
  - Four high school regulation basketball courts convertible into eight regulation volleyball courts/basketball practice courts
  - Community meeting rooms, etc.
  - Approximate size: 95,000 sq. ft.; construction cost approximately \$9 million plus 7 acres of land
- **Next steps**
  - Evaluate available locations
    - Site suitability
    - Cost
  - Open discussions with possible partners
    - General partners
    - Management partners
  - Develop specific business plan
    - Detailed construction plans
    - Operating plan
    - Timeline



## Officer/Committee Preferences

Name: \_\_\_\_\_

1. Current Committees Serving on:
  
  
  
  
  
  
  
  
  
  
2. What have you enjoyed most about serving on these committees?
  
  
  
  
  
  
  
  
  
  
3. What other committees interest you and why?
  
  
  
  
  
  
  
  
  
  
4. Do you have a preference for a committee or officer role in 2016?



# Verdant Financial/Committee Summary

	A	B	C	D	E	F	G	H
	2010	2011	2012	2013	2014	2015	2016	
1	<b>Financial Metrics</b>							
2	\$11.4M	\$35.1M	\$40.1M	\$42.5M	\$31.3M	\$34.2M	\$35.8M	
3	\$31.3M	\$19.1M	\$13.3M	\$7.7M	\$5.5M	\$4.4M	\$3.6M	
4	\$4.1M	\$11.8M	\$11.5M	\$10.6M	\$12.8M	\$12.5M	\$12.8M	
5	N/A	\$2.0M	\$4.3M	\$6.3M	\$6.75M	\$7.1M	\$7.7M	
6	N/A	\$0.3M	\$1.9M	\$3.0M	\$5.8M	\$6.7M		
7	<b>Committees</b>							
8	Fred, Chuck	Fred, Chuck	Fred, Bob	Fred, Bob	Bob, Bruce	Fred, Deana		
9	Deana, Chuck, Glenda	Deana, Chuck, Glenda	Bob, Karianna, Chuck, Glenda	Karianna, Bruce, Chuck	Deana, Fred, Chuck	Bob, Deana, Chuck		
10	N/A	Bruce, Bob	Deana, Bruce	Deana, Karianna	Karianna, Fred	Karianna, Bruce		
11	N/A	Fred, Bruce	Fred, Bruce	Fred, Bob	Deana, Bob	Deana, Fred		
11	<b>Medical Advisory Committee</b>							
						Bruce, Bob		