



# North Central Accountable Community of Health

**Governing Board Retreat**  
**9:00AM – 1:00PM, July 16<sup>th</sup>, 2021**

<b><u>Location</u></b> Virtual Meeting Only	<b><u>Call-in Details</u></b> Join Zoom Meeting <a href="https://us02web.zoom.us/j/87554285966">https://us02web.zoom.us/j/87554285966</a> Meeting ID: 875 5428 5966 One tap mobile +12532158782,,87554285966# US (Tacoma) Dial by your location +1 253 215 8782 US (Tacoma)
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TIME	AGENDA ITEM
9:00 AM	Introductions – <b>Molly Morris</b> <ul style="list-style-type: none"><li>• Board Roll Call</li><li>• Declaration of Conflicts</li><li>• Review of Agenda</li></ul>
9:05 AM	Strategic Planning Workgroup – <b>Chris Kelleher</b> <ul style="list-style-type: none"><li>• <b>Board Action</b> – Approval of NCACH Three Pillars</li></ul>
11:05 AM	Break
11:10 AM	Board Governance Introduction – <b>Mike Bonetto</b>
12:10 AM	Executive Session: <ul style="list-style-type: none"><li>• RCW 42.30.110(1)(g) – Review the performance of public personnel</li></ul>
12:30 PM	Acting Executive Director – <b>Mike Bonetto</b> <ul style="list-style-type: none"><li>• <b>Board Action</b> – Approval of Acting Executive Director proposal</li></ul>
1:00 PM	Adjournment – <b>Molly Morris</b>



## Board Decision Form

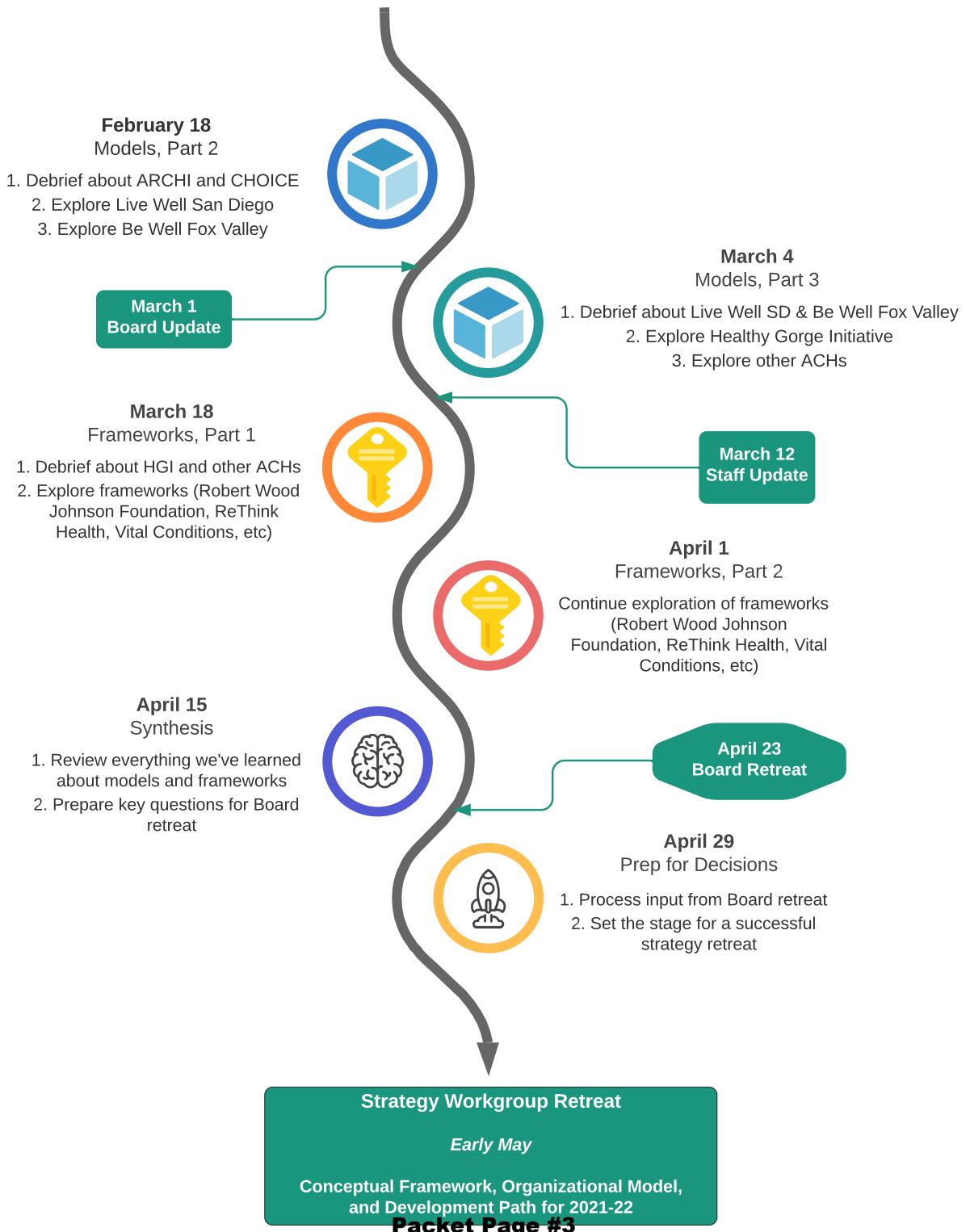
<b>TOPIC:</b> Strategy Workgroup – 3 Pillars of NCACH’s Future State
<b>PURPOSE:</b> Review and approval of the NCACH’s 3 Pillars developed by the NCACH Strategy Workgroup
<b>BOARD ACTION:</b> <input type="checkbox"/> Information Only <input checked="" type="checkbox"/> Board Motion to approve/disapprove
<b>BACKGROUND:</b> NCACH started its Strategy Workgroup December 2020. For the first 6 months, the workgroup reviewed models and frameworks from across the nation that could be utilized to help organize NCACH’s future state (see attached timeline for reference). In May, Workgroup members met for a half day retreat to identify key components of national models that best aligned with the mission and principles of NCACH. As part of that review, the Strategy Workgroup developed the Three Pillars of NCACH’s future state.  At the June 7 <sup>th</sup> Governing Board meeting, strategy workgroup members introduced The Three Pillars and allowed Board members to provide feedback. The July Board meeting is designated as a time for Board members to take a deeper dive into the Pillars prior to a final vote.
<b>PROPOSAL:</b> Endorse the Three Pillars developed by the NCACH Strategic Planning Workgroup
<b>IMPACT/TIMELINE:</b> <ul style="list-style-type: none"><li>• The Three Pillars will be utilized to help NCACH evaluate its current portfolio and determine which of the current Transformation Project work aligns with our future state.</li><li>• In combination with the Mission Statement and Guiding Principles, the Three Pillars will guide how NCACH organizes around the needs of our communities and future work.</li><li>• NCACH will evaluate all initiatives to determine how they align with our Mission Statement, Guiding Principles, and Three Pillars prior to engaging in future work.</li><li>• Timeline:<ul style="list-style-type: none"><li>○ August/September 2021 - NCACH Strategy Workgroup will finalize the development path to move NCACH to achieve its new Mission, Guiding Principles, and Three Pillars and bring it to the Governing Board for review.</li><li>○ August 2021 – December 2022 NCACH will implement the development path so NCACH operations and new portfolio are in alignment with its Mission Statement, Guiding Principles, and Three Pillars by January 1<sup>st</sup>, 2023.</li></ul></li></ul>

Submitted By:  
Submitted Date:

NCACH Board Strategy Workgroup  
7.16.21

# Strategy Development Timeline

## February - May



## The Three Pillars of NCACH's Future State

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### 1. Advance Transformation with a Regional Portfolio

We will use distributed leadership to develop a vision for equitable system change and implement it through a far-sighted regional portfolio.

- We are dedicated to addressing root causes and improving the systems that affect lifelong health and community wellbeing.
- We will build a core set of committed partners that expands over time, with a dedication to sharing power and changing daily practices.
- We want to move beyond crisis-oriented services and isolated fixes to concentrate on upstream improvements that help all people thrive.
- Our portfolio will be implemented via a playbook of mutually reinforcing strategies that are guided by continuous learning about the region's needs.
- We will adapt our plans to meet changing realities but will also respect the boundaries of our portfolio and not try to fix every urgent issue.
- Because dealing with chronic adversity and marginalization inevitably harms health, we believe that system change and equity can't be separated from one another.

### 2. Anchor in Shared Measurement

We will root our decisions in quantitative and qualitative data that depicts the health and wellbeing of residents.

- The region will benefit from having a well-harmonized, broadly relevant source of information about the health and wellbeing of residents.
- Our use of data will be defined by an inclusive process that focuses on region-wide priorities and the needs of all residents.
- The measurement resource that we create will provide decision makers with detailed analytics and also feature a public dashboard that is optimized for non-experts (both adhering to high standards for data security and privacy protection).
- We will develop meaningful indicators of improvement that tell us whether the lives of residents are actually improving.
- We will continuously improve the quality of source data, our methods of analysis, and the effectiveness of the public-facing dashboard.
- We will not be limited to numerical data but will also collect stories that bring our portfolio to life and illustrate the region's needs and successes.

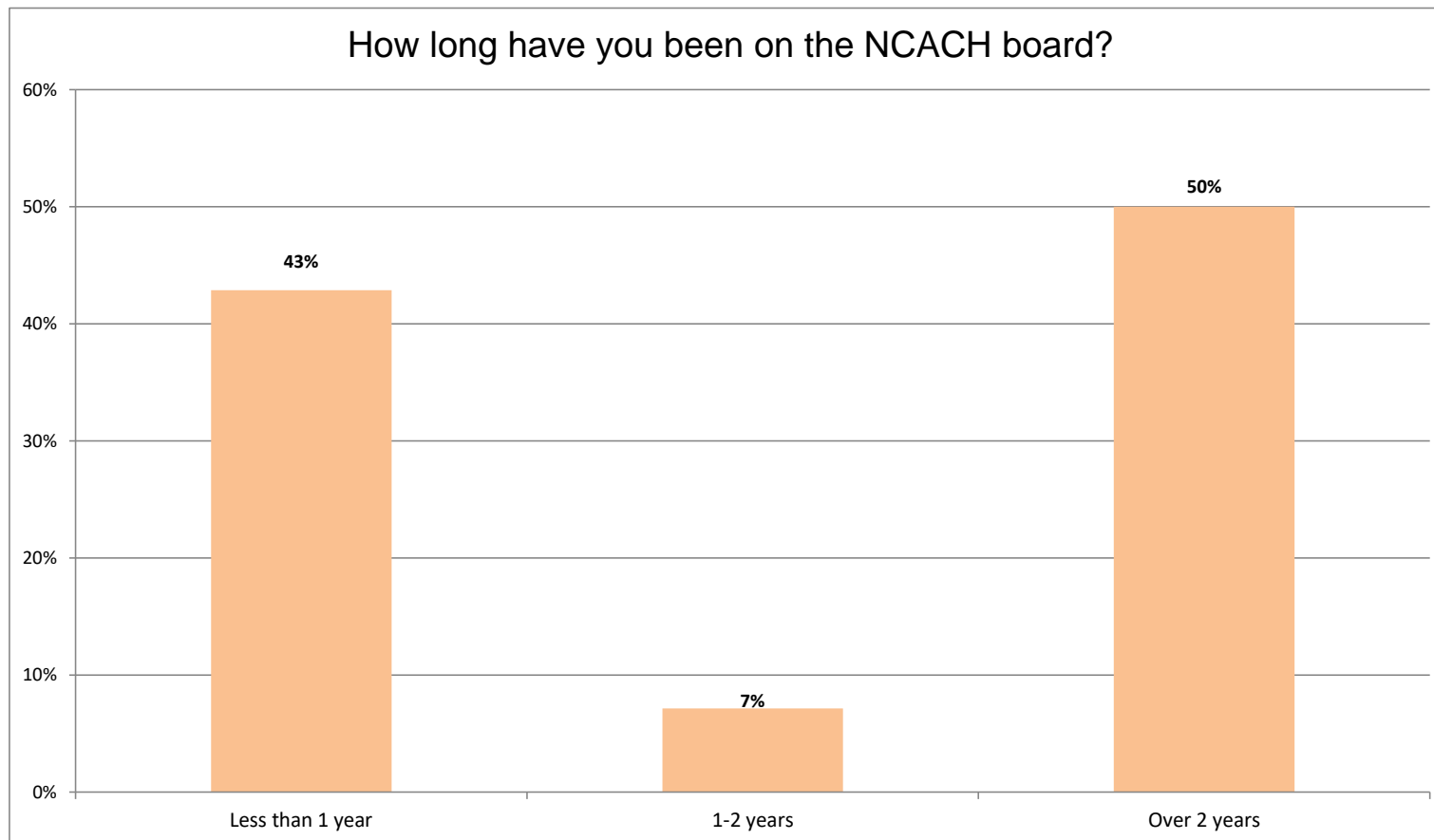
### **3. Build Through an Inclusive Process of Distributed Leadership**

Our pursuit of equitable system change will reflect the aspirations of the entire region, not just the concerns of certain groups or sectors.

- We will ensure that everyone in the community has a chance to participate on an equal footing, including those who are frequently left out of discussions and decisions.
- We are committed to distributed leadership, recognizing that centralized control is both a bad fit for our region and inconsistent with a dedication to sharing power.
- We believe that it is more important to achieve lasting impacts and build durable relationships than to produce short-term results.
- We are committed to finding mutual benefit and engaging in honest negotiation, even when it generates conflict.
- We will avoid “please everyone” actions that limit tension but don’t advance transformation.
- We know that negotiation does not always lead to agreement – deciding to part ways amicably can be a good outcome that leads to collaboration down the road.
- Because ground-level interactions matter as much as big initiatives, we need to hold each other accountable to evolve mindsets, power dynamics, and everyday practices

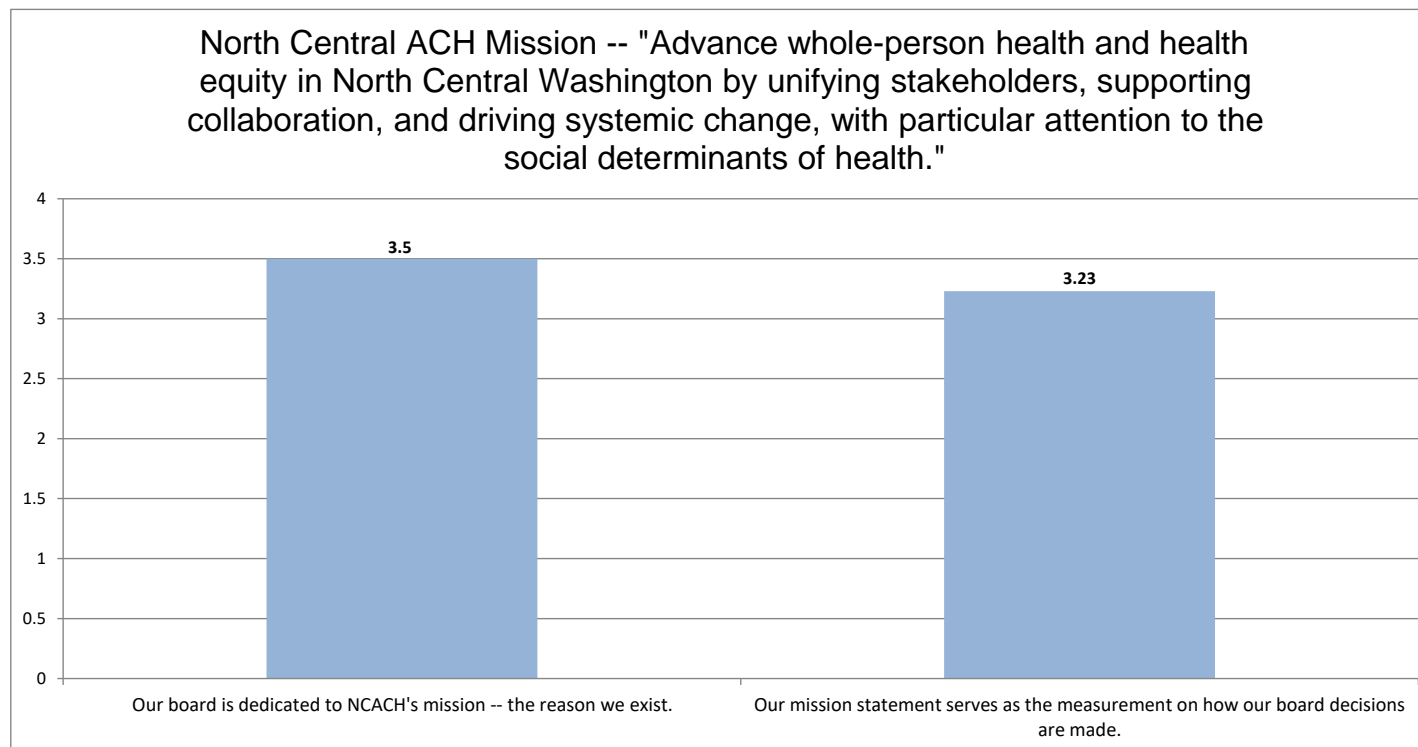
### How long have you been on the NCACH board?

Answer Choices	Responses	
Less than 1 year	43%	6
1-2 years	7%	1
Over 2 years	50%	7
<b>Answered</b>		<b>14</b>
<b>Skipped</b>		<b>1</b>



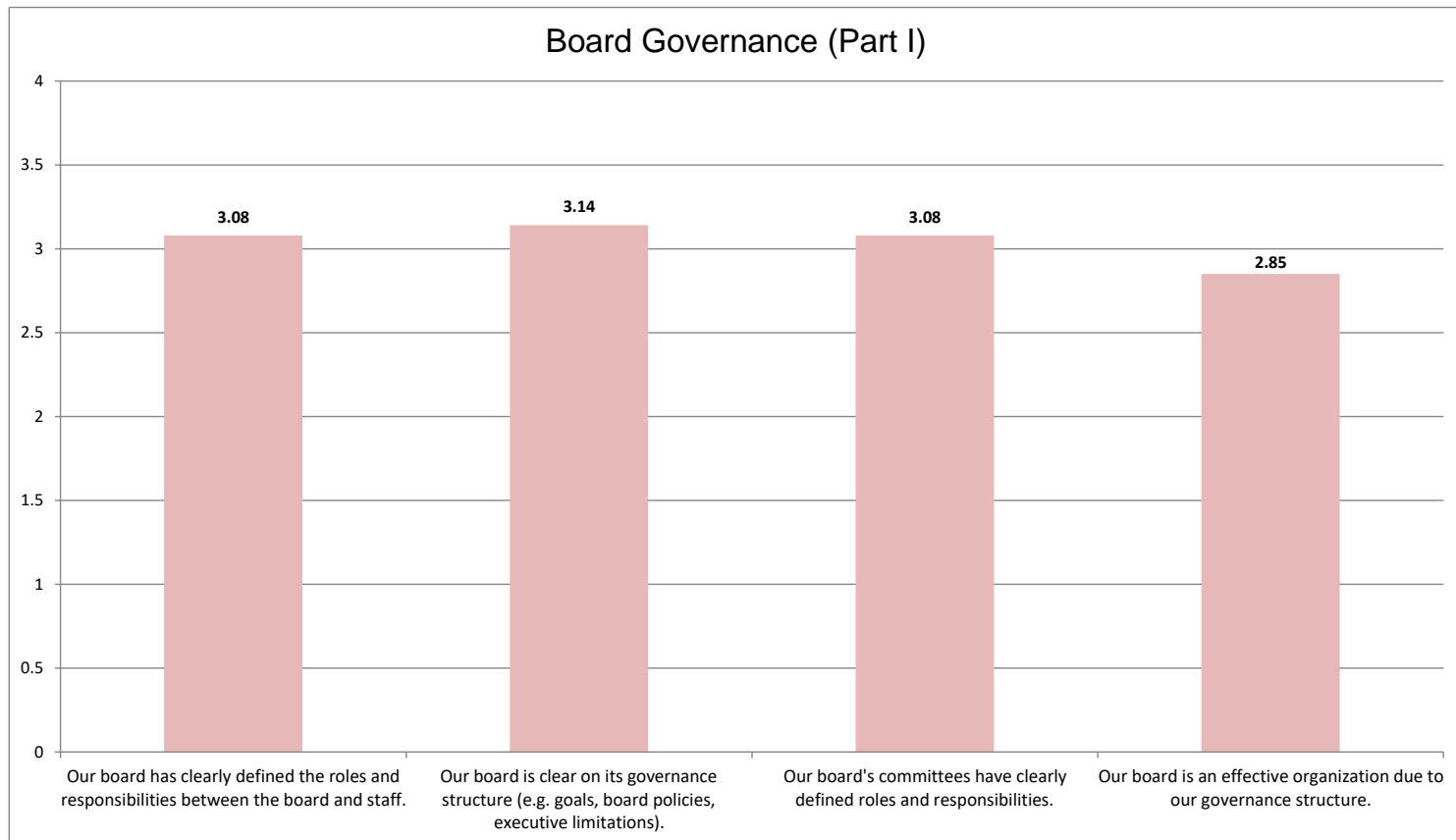
**North Central ACH Mission -- "Advance whole-person health and health equity in North Central Washington by unifying stakeholders, supporting collaboration, and driving systemic change, with particular attention to the social determinants of health."**

	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know		Total	Weighted Average
Our board is dedicated to NCACH's mission -- the reason we exist.	47%	7	47%	7	0%	0	0%	0	7%	1	15	3.5
Our mission statement serves as the measurement on how our board decisions are made.	36%	5	43%	6	14%	2	0%	0	7%	1	14	3.23
<b>Answers</b>											<b>15</b>	
<b>Skipped</b>											<b>0</b>	



## Board Governance (Part I)

	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know		Total	Weighted Average
Our board has clearly defined the roles and responsibilities between the board and staff.	13%	2	67%	10	7%	1	0%	0	13%	2	15	3.08
Our board is clear on its governance structure (e.g. goals, board policies, executive limitations).	20%	3	67%	10	7%	1	0%	0	7%	1	15	3.14
Our board's committees have clearly defined roles and responsibilities.	13%	2	67%	10	7%	1	0%	0	13%	2	15	3.08
Our board is an effective organization due to our governance structure.	7%	1	67%	10	7%	1	7%	1	13%	2	15	2.85
<b>Answered</b>											<b>15</b>	
<b>Skipped</b>											<b>0</b>	

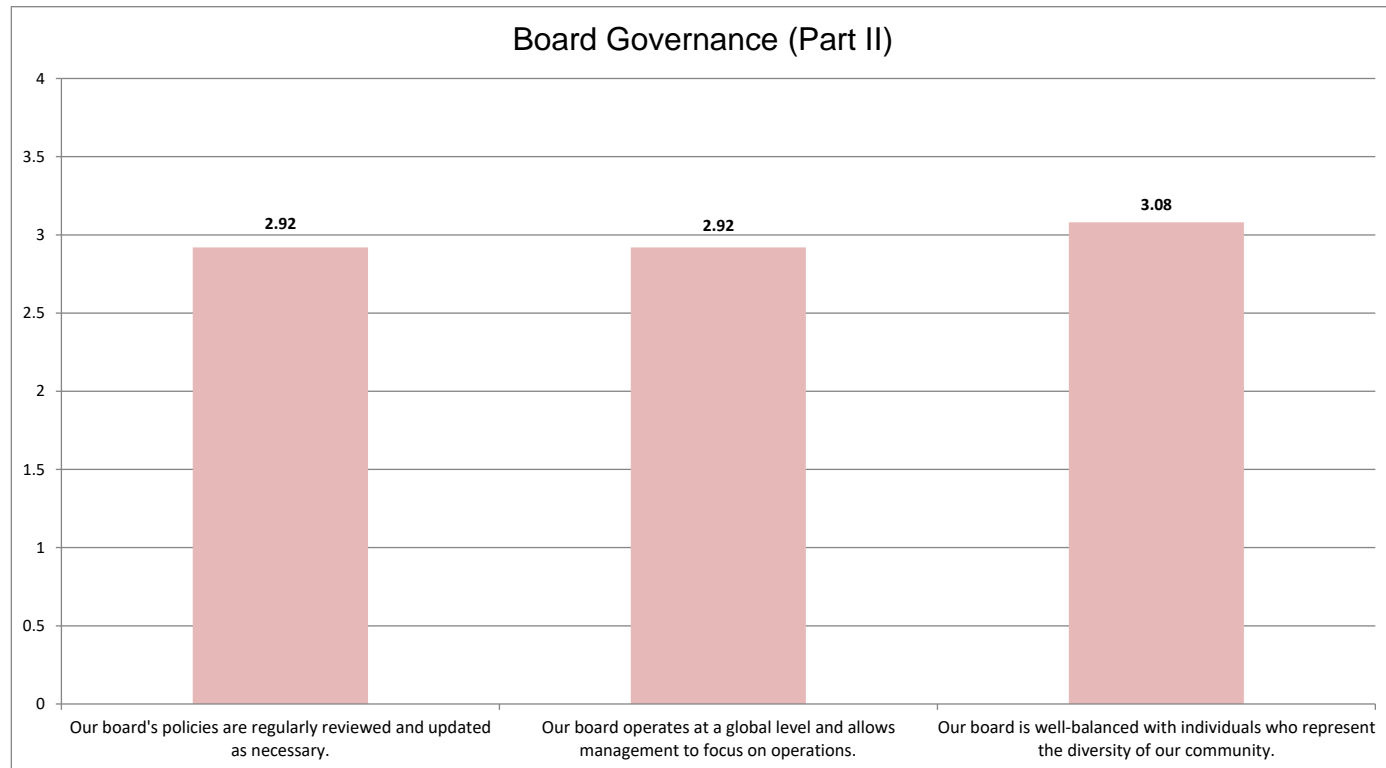




## Board Governance (Part II)

Our board's policies are regularly reviewed and updated as necessary.  
 Our board operates at a global level and allows management to focus on operations.  
 Our board is well-balanced with individuals who represent the diversity of our community.

Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know		Total	Weighted Average
13%	2	53%	8	7%	1	7%	1	20%	3	15	2.92
13%	2	53%	8	20%	3	0%	0	13%	2	15	2.92
13%	2	67%	10	7%	1	0%	0	13%	2	15	3.08
Answered										15	15
Skipped										0	0



**What, if anything, could be improved regarding the board's governance?**

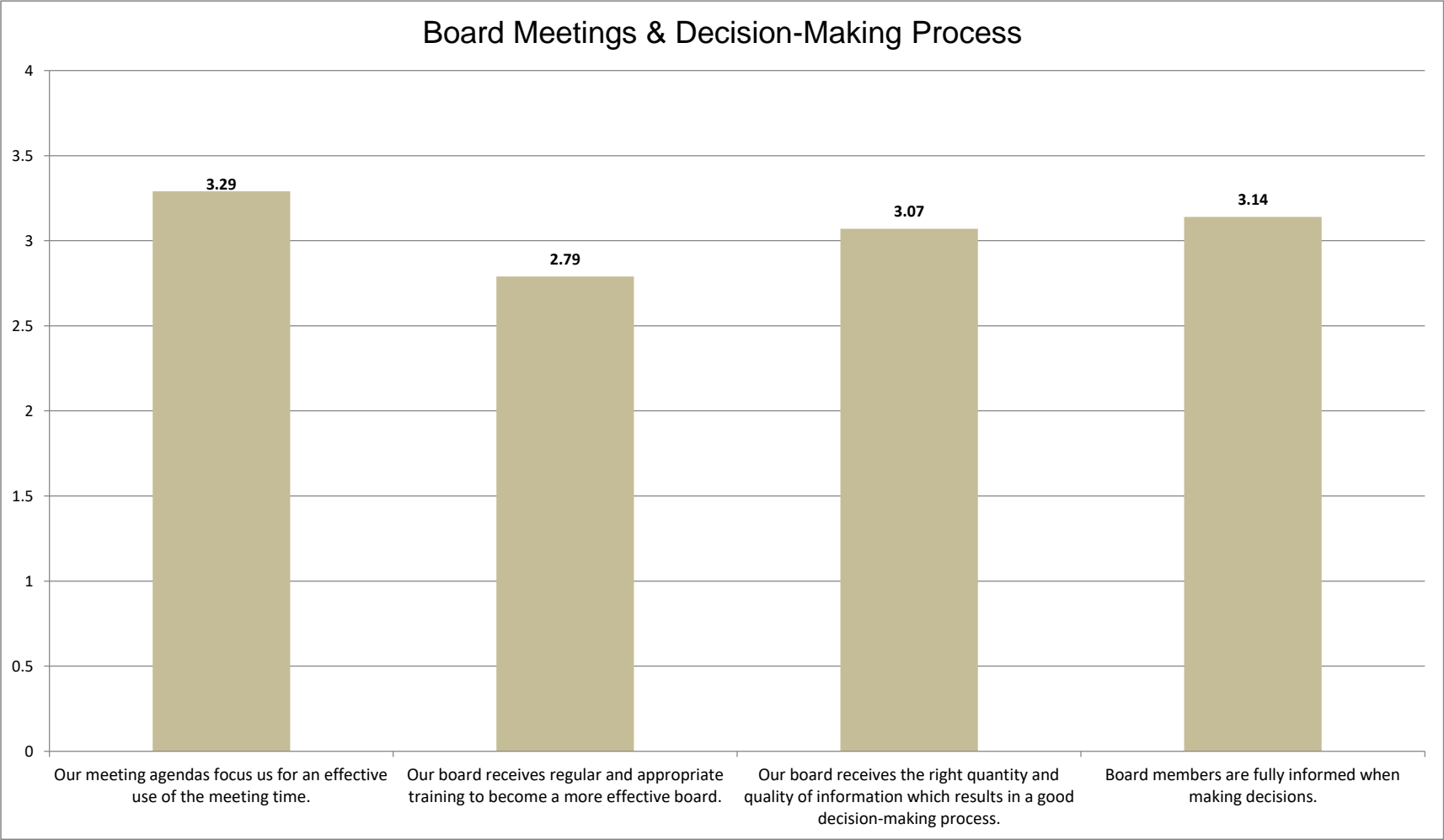
Answered

14

- 1) Make covid go away so that we can work together in person:-)
- 2) We are working on governance improvement (examples: operating at a global level and allowing management to focus on operations; policy development; equity issues) and providing education to Board members.
- 3) I'm not really aware of anything.
- 4) I am on the strategic planning committee and am quickly learning that our board does not entirely understand their role. We will be helping to define that.
- 5) Not sure
- 6) More clarity and focus on the results we want to occur in the region.
- 7) I think the roles could be defined more, at times I feel as if the board gets into the weeds of programs and funding.
- 8) County and Sector representation must be adhered to at all levels.
- 9) I think the structure of the Board and Board Governance is terrific.
- 10) Wider representation across sectors/communities.
- 11) Board Executive Session time after every board meeting.
- 12) Not sure yet, just joined the board.
- 13) Nothing
- 14) More personalized conversation... Perhaps breakout rooms?

Board Meetings & Decision-Making Process

	Strongly Agree		Agree		Disagree		Strongly Disagree		Don't Know		Total	Weighted Average
Our meeting agendas focus us for an effective use of the meeting time.	33%	5	53%	8	7%	1	0%	0	7%	1	15	3.29
Our board receives regular and appropriate training to become a more effective board.	13%	2	53%	8	20%	3	7%	1	7%	1	15	2.79
Our board receives the right quantity and quality of information which results in a good decision-making process.	20%	3	60%	9	13%	2	0%	0	7%	1	15	3.07
Board members are fully informed when making decisions.	20%	3	67%	10	7%	1	0%	0	7%	1	15	3.14
Answered											15	
Skipped											0	



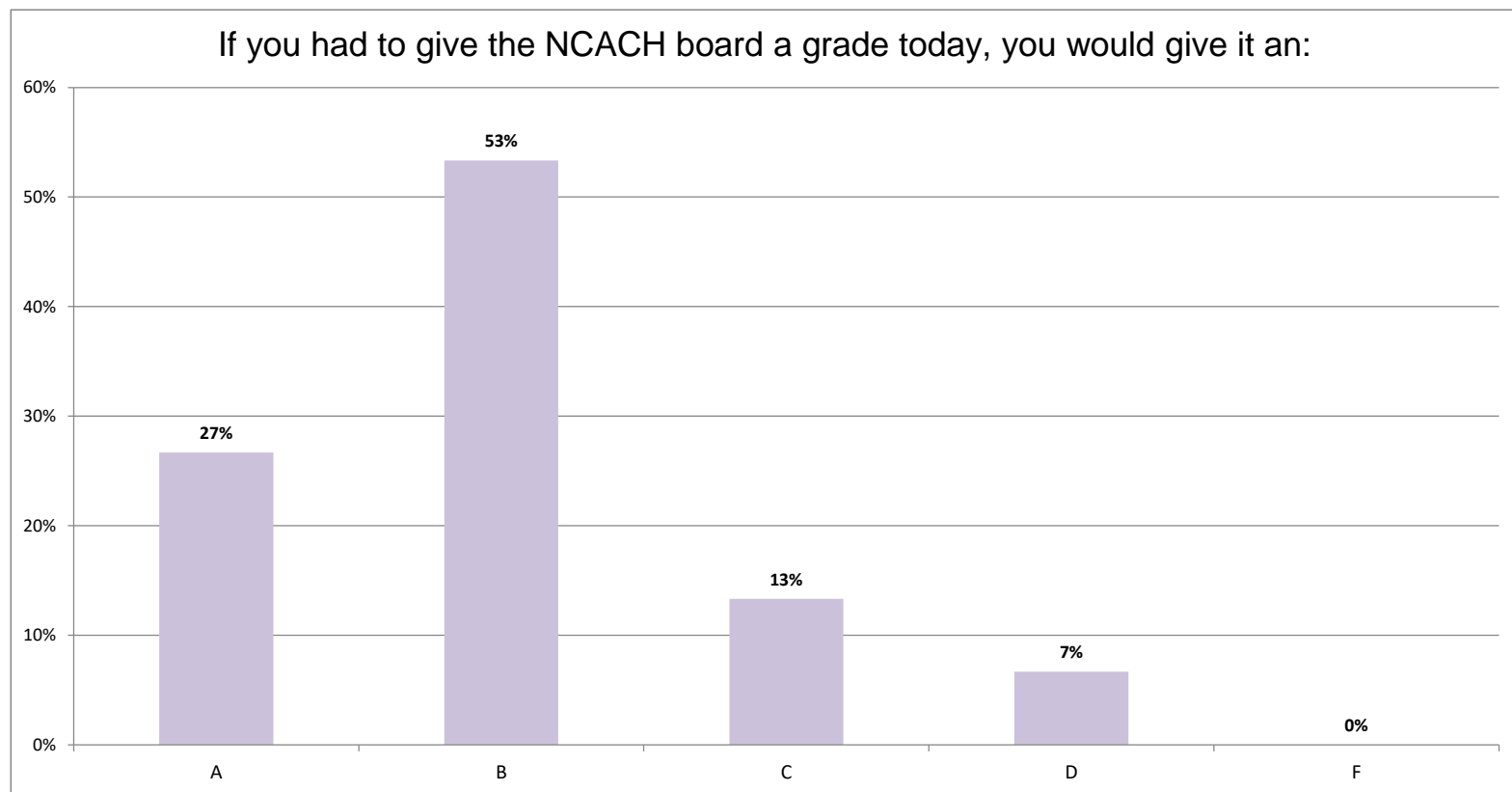
**What, if anything, could be improved regarding the board's meetings and decision-making process?**

Answered 14

- 1) Nothing
- 2) Facilitated discussion and probing for board member questions and understanding; time for reflection prior to decision-making.
- 3) Nothing that I'm aware of.
- 4) Not all board members can determine what they do and don't need to make a decision.
- 5) I sometimes wonder where the top of the agenda and execution of presentations come from in the meetings. Some meetings are long and later in the day where both fatigue and other distractions can creep into critical discussions. Monday and Friday meetings can also be problematic for busy professionals. Is it really necessary to meet every month?
- 6) The board seems to lack focus at times on decision making. I rely on the staff to bring forward well thought out and researched projects to the board and trust that process. Some meetings I feel like the board struggles with decision making which slows progress of projects. I personally like measurable goals so most interested if the projects have performance Metrics and are delivering on them.
- 7) Frequent recap of the projects, expenditures and results to date, over the course of the Medicaid Transformation Project.
- 8) Perhaps more updates in between the board or staff proposing an idea and its fruition of a board decision document. This could help with situations like the CHI funding. There seemed to be some confusion at the December 2020 meeting that could have been avoided with incremental updates.
- 9) Pay close attention to the individual voices make sure all are heard.
- 10) Not sure, in the meetings I've attended I feel this process has been great.
- 11) More training is needed in this area.
- 12) We don't have adequate vision to match the resources and intent of AHCs by the state.
- 13) None- the process is very good
- 14) As stated in another conversation... Sometimes people are more willing to share within those breakout rooms... Just an observation

**If you had to give the NCACH board a grade today, you would give it an:**

Answer Choices	Responses	
A	27%	4
B	53%	8
C	13%	2
D	7%	1
F	0%	0
<b>Answered</b>		<b>15</b>
<b>Skipped</b>		<b>0</b>



**Please provide us with any additional feedback that you feel may not have been covered in the survey.**

Answered 5

- 1) There should be proper board orientation and training with clear expectations provided. There are too many times in board discussions where there are "crickets". That should not happen.
- 2) I only disagreed with question #2 regarding our mission statement because of how it was worded. It should say "why" our actions reflect the mission statement and not "how". "Why" denotes a sense of purpose whereas "how" indicates a process. When process becomes more important than purpose, you create a bureaucracy.
- 3) Honest discussion about the gaps we perceive between the intent of the MTP and the results we have created would help us continue to focus our efforts in the most effective way.
- 4) Training on effective board governance is needed.
- 5) I don't have any feedback on this.



## Board Decision Form

<b>TOPIC:</b> Acting Executive Director
<b>PURPOSE:</b> Approve the Acting Executive Director recommendations developed by the NCACH Executive Team
<b>BOARD ACTION:</b> <input type="checkbox"/> Information Only <input checked="" type="checkbox"/> Board Motion to approve/disapprove
<b>BACKGROUND:</b> <p>In April 2021, Linda Evans Parlette, NCACH Executive Director, notified the Board Chair Molly Morris and Executive Committee of her planned resignation on December 31<sup>st</sup>, 2021. The Executive Committee in partnership with previous Governance Committee members worked with Mike Bonetto from Tenfold Consulting to evaluate ED transition options and develop a recommendation for the full Board.</p> <p>The Executive Committee agreed that John Schapman, current Deputy Director, move into the role of Acting Executive Director beginning January 1<sup>st</sup>, 2022. It was noted that John has been an exemplary Deputy Director and this move would maintain continuity and stability within NCACH. It was also noted that depending on the Board's future direction in 2022, the Board would be in a better position to understand the future criteria needed in a future Executive Director. John could be a strong candidate as the future Executive Director, thus the reason for appointing him as Acting Executive Director.</p> <p>Executive Committee recommendations were presented to the NCACH Governing Board at the June 7<sup>th</sup> Governing Board meeting for review and comment. Board members had the remainder of June and a portion of July to comment prior to the July 16<sup>th</sup> retreat.</p>
<b>PROPOSAL:</b> Approve an Acting Executive Director job position to replace the role of Linda Evans Parlette starting January 1 <sup>st</sup> 2022 and appoint John Schapman, current Deputy Director, into the role of Acting Executive Director beginning January 1 <sup>st</sup> , 2022.
<b>IMPACT/TIMELINE:</b> <ul style="list-style-type: none"><li>• July/August 2021 – Linda Parlette and John Schapman will develop a transition plan that outlines key responsibilities of both the Executive Director's roles and Deputy Director's roles.<ul style="list-style-type: none"><li>○ This will include which Executive Director responsibilities will transfer over to John Schapman as soon as August 1<sup>st</sup>, 2021, and recommendations for covering duties currently assigned to the Deputy Director.</li></ul></li><li>• August – December 2021 – Implement transition plan and continue to provide key updates to Governing Board</li></ul>



# North Central Accountable Community of Health

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- January 1<sup>st</sup>, 2021 – All Executive Director roles/responsibilities will be transferred to the Acting Executive Director

Submitted By:

Executive Committee

Submitted Date:

7/16/21

Staff Sponsor:

Linda Evans Parlette

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**"BUILDING HEALTHIER COMMUNITIES ACROSS NORTH CENTRAL WASHINGTON"**

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North Central Accountable Community of Health • 200 Valley Mall Parkway, East Wenatchee, WA 98802 • 509-886-6400