



Governing Board Meeting – January 6, 2021, 1:00pm – 4:00pm (Virtual)

MEETING GOALS

The objectives of today's meeting are to: (1) appoint a new board member to fill the managed care organization (MCO) seat; (2) review HealthierHere's draft investment strategy for 2022; (3) reflect on the board's equity and anti-racism work in 2021 and its plan for 2022; and (4) receive an update on regional COVID activities.

AGENDA

1:00 pm	1) Land Acknowledgement	<i>Steve Daschle, Board Member</i>
1:05 pm	2) Welcome & Introductions <ul style="list-style-type: none"> Meeting Goals/Agenda 	<i>Shelley Cooper-Ashford & Jeff Sakuma, Board Co-Chairs</i>
1:10 pm	3) Board Business <ul style="list-style-type: none"> Approval of December Meeting Minutes ED Report Decision Memo: MCO Appointment 	<i>Shelley Cooper-Ashford & Jeff Sakuma, Board Co-Chairs Susan McLaughlin, HealthierHere</i>
1:25 pm	4) Centering Equity	<i>Betsy Lieberman, Board Member, Chair Emeritus</i>
1:35 pm	5) Finance <ul style="list-style-type: none"> Draft 2022 Investment Strategy 	<i>Thuy Hua-Ly & HealthierHere Team Members</i>
2:15 pm	Public Comment	
2:20 pm	Break	
2:25 pm	6) Equity & Anti-Racism Plan <ul style="list-style-type: none"> Reflection of Board's Plan in 2021 Looking Ahead to 2022 	<i>Shelley Cooper-Ashford & Jeff Sakuma, Board Co-Chairs Susan McLaughlin, HealthierHere</i>
3:10 pm	7) Regional COVID-19 Update	<i>Marguerite Ro, Public Health - Seattle & King County</i>
3:15 pm	Adjourn	

Next Meeting: February 3, 2022, 1:00 pm - 4:00 pm (virtual)
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Governing Board Meeting Summary

December 2, 2021, 1:00 p.m. – 4:00 p.m.

Video Conferencing

Members Present: Andrea Yip (delegate for Seattle/King County Aging & Disability Services), Barbara de Michele (delegate for Sound Cities Association), Betsy Lieberman (Betsy Lieberman Consulting), Ceil Erickson (Seattle Foundation), Cindy Brisdick (delegate for Kaiser Permanente Medical Group), Daniel Malone (Downtown Emergency Service Center), Elizabeth Tail (Cowlitz Indian Tribe), Giselle Zapata-Garcia (Latinos Promoting Good Health), Jeff Foti (Seattle Children's Hospital), Jeff Sakuma (City of Seattle), Kyle Schierbeck (Unkítawa), Leanne Berge (Community Health Plan of Washington), Lisa Yohalem (HealthPoint), Marguerite Ro (Seattle-King County Public Health), Mario Paredes (Consejo Counseling and Referral Service), Michael Ninburg (Hepatitis Education Project), Roi-Martin Brown (Washington Community Action Network), Semra Riddle (Sound Cities), Shelley Cooper-Ashford (Center for Multicultural Health), Steve Daschle (Southwest Youth and Family Services), and Tricia Madden (Harborview Medical Center).

Members Not Present: Esther Lucero (Seattle Indian Health Board), Leo Flor (King County Department of Community and Human Services), Nwando Anyaoku (Swedish), and Yusuf Bashir (Falis Community Services).

Staff: Abriel Johnny, Gena Morgan, Graeme Aegerter, Jaspreet Malhotra, Lisa Watanabe, Madelyn McCaslin, Marya Gingrey, Michael McKee, Monica De Leon, Myani Guetta, Sara Standish, Sully Moreno, Susan McLaughlin, Tavish Donahue, Thuy Hua-Ly, and Christina Hulet (Consultant).

Guests: Alicyn Elder (Coordinated Care Health), Angeliq Cardon (UHC), Audrey Silliman, Candace Hunsucker (CHPW), Chala Moore (Coordinated Care), Erin Hafer (CHPW), Hali Willis (Sound Cities), Kat Latet (Community Health Plan of Washington), Laura Johnson (UHC), Marshall Glass, Mo Chatta (AZISWA), Naomi See (King County RHA), Natalie Christopherson (CHPW), Siobhan Brown (CHPW), Stephanie Hillman, Sue Eastman (Eastman Strategies), Terri Vispo Cuba (Consejo Counseling and Referral Service), and Victor Loo (Consultant).

Governing Board Meeting

The Governing Board meeting including board members, delegates and the public was called to order at 1:04 pm.

Land Acknowledgment

The meeting began with a land acknowledgment from Shelley Cooper-Ashford.

Welcome & Introductions



Susan McLaughlin welcomed everyone, and Shelley Cooper-Ashford reviewed the agenda.

Board Business

Approval of the Minutes from November 4, 2021

The board reviewed and approved the November 4th meeting minutes unanimously.

Amendment to include Lisa Yohalem, Hali Willis, and Semra Riddle as present.

Abstentions: Betsy Lieberman, Marguerite Ro, Shelley Cooper-Ashford, and Tricia Madden

Executive Director's Report

Susan McLaughlin reviewed the Executive Director report. See page 5 of the pre-read packet for details. Highlights included:

- The review for the one-year extension of the waiver has begun and is going well. We anticipate hearing a decision by end of the year. Looks like the finance structure will be 25% pay for reporting and 75% pay for performance.
- Introduced HealthierHere's two new staff members, Graeme Aegerter and Madelyn McCaslin.
- Highlighted the Burn Out Prevention Series that HealthierHere is co-sponsoring with the Healthcare Industry Leadership Table (HILT).

Equity Moment

Daniel Malone led the board's equity moment. Daniel spoke of recent news regarding the attacks on Representative Omar by another colleague in the House of Representatives and the ongoing threats that Representative Omar has received. He shared that as an occasional recipient of public criticism and attacks, he has found messages of support extremely meaningful and encouraged board members to send them to others. These comments of support serve as a reminder that even small gestures make a difference and are things we can all do.

Governance

Decision Memo: Co-Chair Appointment

Shelley Cooper-Ashford referred to the decision memo on page 13 of the pre-read packet regarding the Governing Board Co-Chair Appointment of Jeff Sakuma. HealthierHere's bylaws state that the Board Chair or Co-Chairs serve two-year, staggered terms. They are to be selected from the pool of current Executive Committee members.

The board unanimously voted to approve Jeff Sakuma as Governing Board Co-Chair.

Abstentions: Jeff Sakuma



Finance

Decision Memo: 2022 Administrative Budget

Thuy Hua-Ly referred to the 2022 Administrative Budget that was reviewed in November's Governing Board meeting. See the decision memo on page 13 of the pre-read packet for the 2022 Administrative Budget. The five-year budget allocation for the HealthierHere administrative budget was presented to the Governing Board at the December 2017 Governing Board meeting. It earmarked up to 15% of the total potential earned revenues for administrative costs. The five-year Medicaid Transformation Project (MTP) budget was approved with the expectation that the annual administrative budget be compiled and approved.

The board unanimously voted to approve the 2022 Administrative Budget.

Abstentions: Ceil Erikson and Marguerite Ro

Public Comment

No comments.

Year-in-Review & Looking Ahead

Susan McLaughlin introduced the HealthierHere "Year-in-Review and Looking Ahead" agenda topic. In 2020, the Governing Board passed a two-year strategic investment plan to advance HealthierHere's work. In January 2022, we will bring a new strategic investment plan to the Board, including the following highlights:

- Improve access to integrated, whole person care: People in the region have access to culturally relevant and appropriate physical, behavioral, oral care and social services and supports to achieve the health outcomes they desire for themselves. Also ensure that people can access care from those they most trust, and in ways and in places that are meaningful to them.
- Build and strengthen community and clinical partnerships: Strong linkages exist between the health care delivery system and community resources to address social drivers of health.
- Promote health equity: People in the region have equitable access to culturally and linguistically responsive care within a system that promotes and practices anti-racism.
- Advance community & tribal driven health solutions: Populations most impacted by health inequities play a substantive role in HealthierHere's work and are valued for their expertise.



The group was divided into break out rooms and rotated through three sessions related to our investment strategies. The sessions included: 1) Community Information Exchange, 2) Foundational Infrastructure & Capacity, and 3) Innovations and Shared Care Plan.

After the breakout sessions, Susan McLaughlin discussed the next steps HealthierHere will take with the information gathered in the breakout rooms. A draft 2022 investment strategy will be presented to the Board in January 2022 for further conversation and review.

Regional COVID Update

Marguerite Ro provided an update on the region's COVID-19 response:

- COVID numbers continue to drop in King County.
- Hospitalization rates are low.
- 86% of all eligible King County residents have received at least one doze of vaccine.
- Reminder that vaccine verification will be in effect starting December 6th.

The meeting adjourned at 3:58 pm.

January 2022 Executive Director Report

Date: January 6, 2022

To: HealthierHere Governing Board

From: Susan McLaughlin

Dear Governing Board Members:

As we reach the end of 2021, I want to wish all of you a very happy holiday season. I hope you have peace and joy and find an opportunity to take a break, spend time with loved ones, and rejuvenate. Today and everyday I am incredibly honored and grateful to be a part of HealthierHere and the important work we do.

Thank you, Governing Board members, for your endless commitment and support of HealthierHere. During this incredibly challenging year you have been there for us, and our community, remaining flexible and responsive to the unpredictable and ever-changing needs of the region. In 2021, you developed a set of strategic priorities that provide a pathway to HealthierHere's future and evolution. You worked deeply and collectively to advance equity and anti-racism through our first ever Equity and Anti-racism plan. We reviewed our equity metrics, our equity definition and guidelines, and board members completed their own individual equity and anti-racism action plans and presented them to the board. And we learned together through documentaries, readings, lectures, and two fantastic panels on traditional medicines and youth impacts. Finally, in 2021, we completed 2 years and \$28M in investments toward system transformation and innovation. We go into 2022 with a board approved \$4.8M administrative budget, a 1-year extension of the current waiver, and nearly \$30M to continue to invest in change. I look forward to working with you all in the new year.

I would also like to express my gratitude to the HealthierHere staff. The team has worked so hard in 2021 to support our clinical, community, and tribal partners throughout the pandemic, while continuing to advance our system transformation goals. HealthierHere staff meet our partners where they are, remain flexible and responsive, and build the confidence and trust of our partners and community members. You heard at the December meeting the incredible progress that has been made so far and so much of that progress is made possible by the amazing HealthierHere team! Not only that, but their hard work also brought in close to \$6M in additional funding through grants and donations for the next couple of years to support our work and the work of our partners. I am so proud of them.

Finally, I'd like to thank our network of community, clinical and tribal partners. HealthierHere would not exist without them. Despite the incredibly trying times that we are living in, HealthierHere partners continue to show up every day and identify new and creative ways to advance the region's transformation goals. They are building new partnerships that cross sectors and forge new ways of working together. Our health and social service workers are true heroes. On behalf of the entire team at





HealthierHere, we thank you for doing what you do, never giving up, and always staying focused on ensuring access to the highest quality of care for all people in King County.

Wishing you a peaceful and joyous New Year. I will see you all in 2022!

Susan

Tune in: New Connect2 Community Intro Video

HealthierHere's Community Information Exchange team is excited to share a new [animated video](#) introducing the vision and work of the [Connect2 Community Network](#)! In case you missed it at the December Board meeting, [click here](#) to watch the video. In mid-January, we will launch an outreach and awareness campaign where you can help grow the network using this video. For now, please enjoy this "first look."

\$400k Investment from Cambia Health Solutions to HealthierHere, Global to Local, & YMCA of Greater Seattle to Support Community-Based Care Coordination

HealthierHere, in partnership with [Global to Local](#) and the [YMCA of Greater Seattle](#), has received a \$400,000 investment from [Cambia Health Solutions](#) to strengthen existing culturally and linguistically relevant referral and support services in south King County communities experiencing high health disparities. These investments will support and scale community health worker programs as well as the development of a comprehensive, up-to-date resource directory for Connect2 Community Network partners that enables culturally and linguistically relevant resource information to be efficiently accessed by organizations and individuals across the region. We are grateful for this generous support as we build a lasting foundation for relationship-based and technology-enabled community-based care coordination across all south King County. Read more in our [press release](#).

HealthierHere Convenes Local Community Partners, Seattle & King County Housing Authorities, and Regional Homelessness Authority around Emergency Housing Vouchers

On December 7th, HealthierHere hosted a panel that included Chris Klaeyesen (Seattle Housing Authority), Jenny Le (King County Housing Authority) and Alex Ebrahimi (King County Regional Homelessness Authority) to share information and answer questions about Emergency Housing Vouchers (EHVs) available in our region. Nearly 100 participants tuned in to learn more about how they can connect to the regional access point and how community members can access the EHV program. EHVs are tenant-based vouchers allowing recipients to rent a unit from any landlord in a Public Housing Authorities jurisdiction. They are specifically for households that are homeless, at risk of homelessness, fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking, or



recently homeless and for whom providing rental assistance will prevent the family's homelessness or having high risk of housing instability. In addition to providing valuable information regarding how to help community members access EHVs, the session provided information and opportunities for CBOs to develop partnerships with the public housing authorities and new regional homelessness authority.



DECISION MEMO: Governing Board Managed Care Organization Seat

Memo prepared by: Christina Hulet, on behalf of the Executive Committee
Date prepared: December 13, 2021
Date of proposed action: January 6, 2022

Issue

The region's five Managed Care Organizations (MCOs) are responsible for nominating one representative to serve on HealthierHere's Governing Board. Consistent with HealthierHere's bylaws, the MCOs have elected to rotate their seat appointment on an annual basis. Leanne Berge of the Community Health Plan of Washington/Community Health Network of Washington has served during 2021. It is now time to appoint a new Governing Board member for 2022.

Background

HealthierHere's 27-member Governing Board was established with designated seats representing specific sectors/perspectives. In allocating seats, the team sought to balance representation between public, private, and non-profit organizations, as well as between institutional health care partners and community-based organizations. In addition, some seats were designated as 'open' (i.e., open to applicants from the general public), while others were 'reserved' for lead entities to nominate a candidate for the board's approval.

The Managed Care Organization (MCO) seat is 'reserved' to the MCOs to nominate their preferred candidate. As such, the Executive Committee recently received and reviewed their request to appoint Genevieve Caruncho-Simpson of UnitedHealthcare to the Governing Board for 2021.

Genevieve is currently Chief Executive Officer for UnitedHealthcare Community Plan in Washington. Prior to this, she served as: Interim CEO and President & Chief Operating Officer for Texas Health Aetna, Market Strategy Leader in Florida for Humana, Corporate Director of Strategy & Business Development at Miami Children's Health System, and Program Operations Leader at Harborview Medical Center, among other roles.

Attached is her full board application and a letter of support from the Managed Care Organizations.



Recommendation

The Executive Committee recommends that the Governing Board approve the MCO's nomination to appoint Genevieve Caruncho-Simpson to the MCO seat. She brings strong health care experience that is aligned well with HealthierHere's system transformation work.

Values

How does this recommendation align with HealthierHere's core values of equity, community, partnership, innovation, and results?

In making this recommendation, the Executive Committee relies on the expertise of our **community** in **partnership** to identify their preferred candidate for this seat.

MCO Seat Letter for Genevieve Caruncho-Simpson

HealthierHere
1000 Second Avenue, Suite 1730
Seattle, WA 98104

November 16, 2021

Dear Executive Committee Members,

On behalf of the managed care organization (MCO) sector and UnitedHealthcare, we recommend the appointment of Genevieve Caruncho-Simpson, to serve as our MCO representative on HealthierHere's Governing Board for the 2022 calendar year. This appointment is in accordance with the annual MCO sector rotation schedule.

Genevieve brings valuable experience and expertise from our sector and will demonstrate a strong commitment to HealthierHere's core values of equity, community, partnership, innovation and results.

Please also feel free to contact Laura Johnson, if you have further questions.

Sincerely,

The MCO Sector



HealthierHere Governing Board Application

Personal Information

Name: Genevieve Caruncho-Simpson

Address: 1111 3rd Avenue, Suite 1100

Organization & Title (if applicable):

UnitedHealthcare Community Plan, CEO

Email: genevieve.cs@uhc.com

Phone:(206) 802-9515

Application Questions

Please respond to the following questions.

1. Please confirm which sector seat you are applying for:

Managed Care Organization

2. Please describe your commitment to and experience working on issues of health equity?

As part of her undergraduate work, Genevieve was instrumental in growing the University of Washington's IDEA Center (Intergroup Dialogue, Education and Action), which is an innovative program that focuses on social justice education through experiential learning and facilitation of students' learning about social group identify, social inequality, and intergroup relations. By facilitating thoughtful conversations among students, it helps students prepare to live and work in a diverse world and educate them to make choices that advance equity, justice, and peace. And for her work, Genevieve was awarded by the Bill and Melinda Gates Foundation with a leadership award. Genevieve has carried forward the same set of values she learned in helping expand this undergraduate program throughout her career.

Genevieve strongly believes in the power of human connections as a catalyst for a more equitable future – with mentorship as the primary way of redesigning the traditional power dynamic inherent in most organizations. She believes that establishing more diversity, equity, and inclusion starts with having



authentic relationships that provides new perspectives into bias and racial, gender, and age dynamics. By having candid conversations with mentees both on traditional topic areas such as learning, development, career choices, and project management; but also, non-traditional topics such as fostering a sense of belonging, especially in organizations or industries dominated and managed by white men. She also employs progressive talent development resources, policies and practices that promote these values.

She also strongly believes in reverse mentoring approach that embraces the perspective of younger, fewer experience colleagues that offers Genevieve (and others) a new perspective than she (they) might not be as familiar with – whether its social and cultural trends, domestic and global issues, and technology – all of which are dynamic and part of the everyday life of this past-paced economy. This allows for the discussion and subsequent education to be extended beyond demographic silos and a more thoughtful spread into the wider workplace culture. It can also help break down traditional barriers that impede the advancement of racial minorities in the workplace.

Many of Genevieve's former mentees have gone unto successful careers of their own and have also started to mentor their own set of up-and-coming leaders. For this, Genevieve has received awards from former employers, including PwC (PricewaterhouseCoopers.)

Supporting Documents

1. D CEO Healthcare Link
(<https://healthcare.dmagazine.com/2019/11/12/texas-health-aetna-takes-its-network-nationwide/>)
2. The Dallas Morning News Article
(<https://www.dallasnews.com/business/commentary/2019/10/22/how-much-does-it-hurt-to-pay-for-health-insurance-unlike-individuals-employer-plans-arent-embracing-narrow-networks/>)
3. Only one of two Health Plan executives from Modern Health Care – 2017 Up and Comers
<https://www.modernhealthcare.com/awards/up-comers-2017>
4. Has been a sought-after speaker for innovation conferences (Fortune 100 companies' HR/Benefits, ATA, Connected Health, World Health Care Congress, among others.)



3. Are you involved in any cross-sector or community partnerships? If so, what strategies would you use to keep them engaged in this work?

Genevieve prioritized building upon partnerships with local providers and service innovators to expand its curated products and services, especially for high-needs, higher-cost members. As part of UnitedHealthcare Community and State's innovation portfolio are partnerships with a local emergency medicine group (CirrusMD), an up-and-coming technology vendor (Happify), innovative care providers (OptumCare), a new branding design company (Dappersmith), a D&I partnership consulting firm, and a high-performance Washington network with significant representation from independent primary care providers.

By finding like-minded, independent, smaller businesses to partner, Genevieve was able to develop a local health plan that truly cared for its clients and members, and re-design key aspects of the Washington health plan-health system experience – but also creating a work culture that embraces its role as a healthcare innovator. And by supporting small businesses, UnitedHealthcare is also supporting the local community – an important focus as a leading Washington Medicaid health plan.

4. What personal experiences, skills, or qualifications do you have that would help you be successful in this role?

Genevieve has more than 20 years' experience working with premier health organizations in United States and internationally. She focuses on helping Fortune 100 companies and leading non-profits craft new transformational strategies that strengthen and reposition their businesses in a health care industry facing significant disruption. Specialization includes:

- Innovative primary care models and risk-based reimbursement
- New virtual care models and personal connected health solutions
- Enhanced clinical navigation to reduce misallocated care
- Personalized medicine and precision medicine
- International healthcare expansion and global health; and
- Strategic portfolio management for health-related investments.

She has an outstanding history of creating value especially in high-profile, large, and complex initiatives that require leadership and considerable transformation/change. Genevieve established her career as a health strategy consultant at PricewaterhouseCoopers ('PwC') based in New York City, advising its marquee clients on their new health-related initiatives and transactions. She has also held various leadership positions in University of Washington Academic Medical Centers, New York Presbyterian, Miami Children's Hospital, Humana, and Ascension.

Genevieve has spoken at leading health and technology conferences and published thought leadership focused on new business models and trends in healthcare. She has received multiple awards including being one of two health plan executives named to Modern Healthcare's "2020 Top Minority Executives" and "2017 Up and Comers"; recipient of PwC's Chairman's Award



which recognizes 'the best of the best' among the global firm's 230,000 employees; and a Bill and Melinda Gates Leadership Award for her social advocacy work.

Genevieve has a Master's degree in Health Policy and Management from New York University, and Bachelor's degrees in Health Information Management and Clinical Social Work (with Honors) from the University of Washington.

5. Please provide an example of an innovative collaborative or system change you have been involved in.

Genevieve helped successfully launch a Dallas-based innovative joint venture, health insurance company between CVS Aetna and Texas Health Resources in Fall 2017 called Texas Health Aetna. The company has achieved a membership base of more than 125,000 in its three years of operations. Its local care model integrates the best of both worlds between the national capabilities of Aetna and the local clinical expertise of Texas Health, which has resulted in a more proactive, personalized approach that has helped Texans live longer, happier, and better lives. Its Net Promoter Scores from members for its core programs consistently achieve 70% or higher. And in a Dallas-Fort Worth market where more than 40% of its population have not seen a primary care doctor in the past two years, approximately 70% of its Texas Health Aetna members have an engaged primary care provider. In a healthcare industry that keeps discussing integrated care and improved experience, Texas Health Aetna is actually doing it – and saving money for its employer clients and members along the way.



HealthierHere Governing Board Equity and Anti-Racism Plan – Final 2021

The HealthierHere Governing Board recognizes that equity and anti-racism work happens at the individual, societal and system level – that it starts with the individual journey and that we are all in different places on that journey. We also recognize that equity is both a process and a product and we will hold both perspectives as we work together.

	Activity	Frequency	Actions Taken
Learning Together	1. Select a book, movie or article to read/view together	Quarterly Select April – Discuss May Select July – Discuss August Select October – Discuss November	April: View Ibram X Kendi’s talk at Seattle Arts & Lectures and discuss at May board meeting. August: Read Kendi’s “How to Be an Anti-Racist” and discuss at September board meeting October: View documentary <i>Power to Heal</i> and discuss at November board meeting.



	<ol style="list-style-type: none"> Invite local guest speakers to talk about their experiences and facilitate discussion 	<p>July October</p>	<p>July: Panel presentation and discussion about Traditional Medicines and the critical role it plays in our healthcare system.</p> <p>October: Panel presentation and discussion about impacts of COVID-19 and Racism from a youth/young adult perspective</p>
<p>Define Actionable Steps</p>	<ol style="list-style-type: none"> Complete an Individual Equity Action Plan and identify 1 – 2 goals for 2021; each Board Member shares their goals with Governing Board 	<p>Assessment completed in April/May</p> <p>Present goals at June/July Board Meetings</p>	<p>15 Governing Board Members and the Executive Director completed Individual Equity Action Plans and presented to the board during July, August, and September meetings</p>
<p>Holding Each Other Accountable</p>	<ol style="list-style-type: none"> Review and refine equity dashboard metrics (what have we learned); discuss what is needed in our region to improve the metrics Review and refine/deepen HH Equity Definition and Guidelines; talk about what we mean and how we operationalize 	<p>Review and discuss metrics in April – report/discuss quarterly</p> <p>CCV, INC, Community Grants work as a starting point and make recommendations; based on recommendations, schedule at Q2 and Q3 board meetings for discussion</p>	<p>April: Data and Evaluation Team reviewed HealthierHere’s current Equity Metrics and presented available data for some of the metrics</p> <p>November: HealthierHere CCV and INC reviewed the Equity Definition and Guidelines July – October and presented recommendations to the Governing Board for next steps to clarify and operationalize the guidelines</p>