

Special Session Agenda
Thursday, March 09, 2017
Draft Agenda

Call to Order: 3:00pm

Special Session:

The purpose of this special session is a joint board meeting between Jefferson Healthcare and Jefferson County Public Health to review the Community Health Improvement Plan (CHIP) and discuss funding.

Community Health Improvement Plan Program Staffing: (pg. 2-8) 3:05pm

- Introduction, Vicki Kirkpatrick, Director Jefferson County Public Health
John Nowak, Director Care Transformation, Jefferson Healthcare
- Discussion regarding Community Health Improvement Plan Staffing, Mike Glenn, CEO, Jefferson Healthcare, Philip Morley, Jefferson County Administrator, and David Timmons, City Manager, City of Port Townsend.

Resolution 2017-10: Action Requested (pg. 9-11) 4:00pm

- Resolution 2017-10: Recommending the Jefferson County Board of Commissioners, Jefferson County Public Hospital District No. 2 Board of Commissioners, and City of Port Townsend Council provide funding to support the Community Health Improvement Plan program through December 31, 2018.

Public Comment: 4:30pm

(Alternative methods of providing public comment on any item on the agenda or any other hospital issue is through a letter addressed to Commissioners at 834 Sheridan Street, Port Townsend, WA 98368 or email to Commissioners at commissioners@jgh.org)

Conclude: 5:00pm

This Special Session will be officially audio recorded.
Times on agenda are estimates only.

EXECUTIVE DIRECTOR

Jefferson County Community Health Improvement Plan

PURPOSE

The Jefferson County Community Health Improvement Plan (CHIP) Executive Director (ED) provides executive leadership to CHIP efforts that will result in measurable health improvement outcomes in identified health priority areas for Jefferson county residents.

Under the general direction of the CHIP Steering Committee, the Executive Director will develop a CHIP leadership structure to oversee the recurring cycle of community health assessment and community health improvement planning. They will create a supportive system with a shared vision that fosters collaboration and collective impact over the long-term and increases the use of shared assessment and measurement function and features, and encourages interconnectivity for health improvements for Jefferson County residents.

Salary: \$5833.33 per month, \$70,000 annually

Hours: 40 hours/ week (100% FTE), may include evening or weekend hours

Status: Regular, full-time, with benefits

Closing Date: TBD

SUPERVISION

The Executive Director will supervise any additional staff funded and hired to support the Jefferson County Community Health Improvement Plan and will provide contractual oversight for any contracted services.

THE POSITION

The Jefferson County CHIP Executive Director is responsible for planning, organizing, directing and administering the operations involved in meeting the goals and objectives of the Jefferson County Community Health Improvement Plan.

The CHIP Executive Director may serve as a member of the CHIP steering committee and works collaboratively with Jefferson County Public Health and Jefferson Healthcare staff to carry out the purpose of the CHIP. S/he makes professional and technical decisions, exercising considerable independence in decision making on complex and significant issues related to the health improvement plan.

The CHIP Executive Director's work brings together multiple stakeholders and interested parties to facilitate forward progress in improving the public's health across Jefferson County. S/he ensures that lead agencies are clear on their specific roles, deliverables and accountabilities relative to the CHIP. S/he will foster effective communication among partners, with the broader Jefferson County communities, and will participate in necessary meetings to establish and support strong communication across larger regional health issues.

The Jefferson County CHIP builds on current community assets. It thrives and depends upon the ongoing commitment and engagement of community partners across all sectors. Community health improvement is not a one-time effort. It is an ongoing process that looks broadly at factors impacting our population's health and finding ways to collectively address them. This process will continue to renew as the community moves forward. Subsequent community health assessments will provide information regarding the progress made on current priorities and identify additional areas of focus.

The Jefferson County CHIP Executive Director is responsible to the CHIP Steering Committee and the Joint board of Jefferson County Board of Health and Jefferson County Hospital District #2.

Essential Functions

- Provides direction, administration and short- and long-term planning and evaluation for CHIP processes and of initiatives/programs tied to specific indicators and measures.
- Leads strategic planning, priority setting, sustainability and assessment activities.
- Develops a CHIP leadership structure to oversee the recurring cycle of community health assessment and community health improvement planning
- Develops, manages budget and prepares financial reports for the Steering Committee and the Joint Governing Board.
- Engages a wide representation of stakeholders to analyze data, evaluate evidence-based projects, and implement projects that can effectively improve the public's health across Jefferson County.
- Supports and assists lead agencies in implementation of their strategies to achieve the goals and objectives associated with those strategies.
- Assesses needs for technical expertise and consultation. Makes recommendations for and procures consultant services within available budget.
- Serves as the primary public representative and advocate for CHIP as empowered to do so by the governing body.
- Develop communication tools and documents for use in communication about CHIP goals and achievements.
- Develops and maintains strong collaborative relationships with local community groups and agencies to ensure ongoing stakeholder and broad community engagement. Provides a Jefferson County perspective and advocates for resources from local, regional, state, and foundations.
- Engages with epidemiology support for the development of metrics and ensures data is being collected that, to the extent possible, focuses on outcomes rather than output or performance measures.
- Monitors and reports on progress towards metrics.
- Creates, reviews and approves reports which provide information and status updates for all components of CHIP and its identified health priorities.
- Develop a system for reporting outcomes (short-term, mid-term, and long-term) related to the priorities, goals, objectives and strategies that is meaningful. The system will include an easily understood dashboard that demonstrates collectively progress toward population health improvement.
- Liaises with Jefferson County Board of Health and Jefferson Co Hospital District board, City of Port Townsend Council, Jefferson County Board of Commissioners, Olympic Community of Health, as well as Jefferson County Public Health and Jefferson Healthcare representatives.
- Serves as an active participant in regional Olympic Community of Health meetings, discussions and collaborations and ensure the sustained collaborative involvement of appropriate regional and state partners
- Serves as a resource for lead agencies, motivates and mentors lead agency staff, as needed, in providing quality and appropriate quantity of work in assigned areas utilizing resources efficiently.
- Identifies funding sources and secures resources.
- Fosters sustainable health system initiatives that improve the experience of care and the health of populations, and reduce per capita costs of health care.
- Supports the work of the governing body.
- Nurtures a work culture of innovation and appropriate risk-taking.
- Assures agendas are developed and minutes are recorded to document progress.
- Other duties as assigned

Requirements

- Master's Degree (MBA, MPA, MPH or related field) which includes an administrative component and a minimum of five years of progressively responsible and relevant professional experience with a minimum of two years as a Manager, Assistant Director or Director level position. Experience in epidemiology and health statistics preferred.
- Bachelor's Degree combined with substantial relevant professional experience may be substituted for the Master's Degree.

Required Knowledge, Skills and Abilities

- Ability to use critical and creative thinking to apply theories, principles, techniques and practices of carrying out complex multi- and cross sector planning in the health, human services and our community development fields, and managing groups with multiple perspectives and interests.
- Knowledge of effective participatory leadership principles, managerial practices and group dynamics
- Ability to establish and maintain effective working relationships with diverse populations of stakeholders, customers, community based organization, agencies, businesses, healthcare providers and coworkers.
- Ability to manage grants, projects and contracts
- Knowledge of current literature, trends, and development in healthcare and health system reform in Washington State
- Ability to communicate effectively verbally and in writing, presenting complicated issues in understandable ways, using tact and diplomacy to gain collaboration. This includes public speaking and presentations.
- Ability to use and create computer based documents, email, calendars and other electronic tools to ensure efficient, accessible accountable work.
- Ability to effectively present information and respond to questions from groups, media and the public.

JEFFERSON COUNTY CHIP BACKGROUND

In 2013, Jefferson Healthcare, a public hospital district, and Jefferson County Public Health, a county health department in Washington State, partnered to perform a Community Health Assessment (CHA) to identify the health needs in Jefferson County. The assessment analyzed current data regarding demographics, socioeconomic status, community safety, quality of life, healthcare access, pregnancy and births, morbidity and mortality, injuries and hospitalizations, and behaviors that impact health.

From February to April 2014, a group of community stakeholders led by Jefferson Healthcare and Jefferson County Public Health began to review the results of a CHA. The identified issues in Jefferson County were prioritized and confirmed by a group of stakeholders. Workgroups were formed to develop detailed plans of action to improve the outcomes in each of the four health priorities. With a broad representation of Jefferson County residents, the workgroups identified goals with measurable objectives, and to develop strategies and activities that address each of the identified health priorities. The health priority workgroups used the strategic results frameworks as the basis for the community health improvement plan development. The frameworks enable leaders to translate its work into tangible outcomes that are necessary to achieve the goals set by the workgroups. The strategic frameworks provide a basis for aligning county-level monitoring, reporting, and documenting achievement in relation to the CHIP goals. These health priority workgroups concluded in June 2016, and their work was assembled into one community health improvement plan (CHIP).

A Community Health Improvement Plan (CHIP) is a long-term, systematic effort to address the community's most important health problems. Using a data driven approach the community worked to define a vision for health in the community. The overarching goal of the CHIP is to facilitate alignment of efforts within the community, utilizing collective impact in order to make measurable differences in the health and well-being of Jefferson County people, families, and communities. This CHIP focuses on East Jefferson County; West Jefferson County is served by the Clallam County CHIP.

For further information and to apply online, please visit our website at:

Community Health Improvement Plan Implementation Proposal from Steering Committee

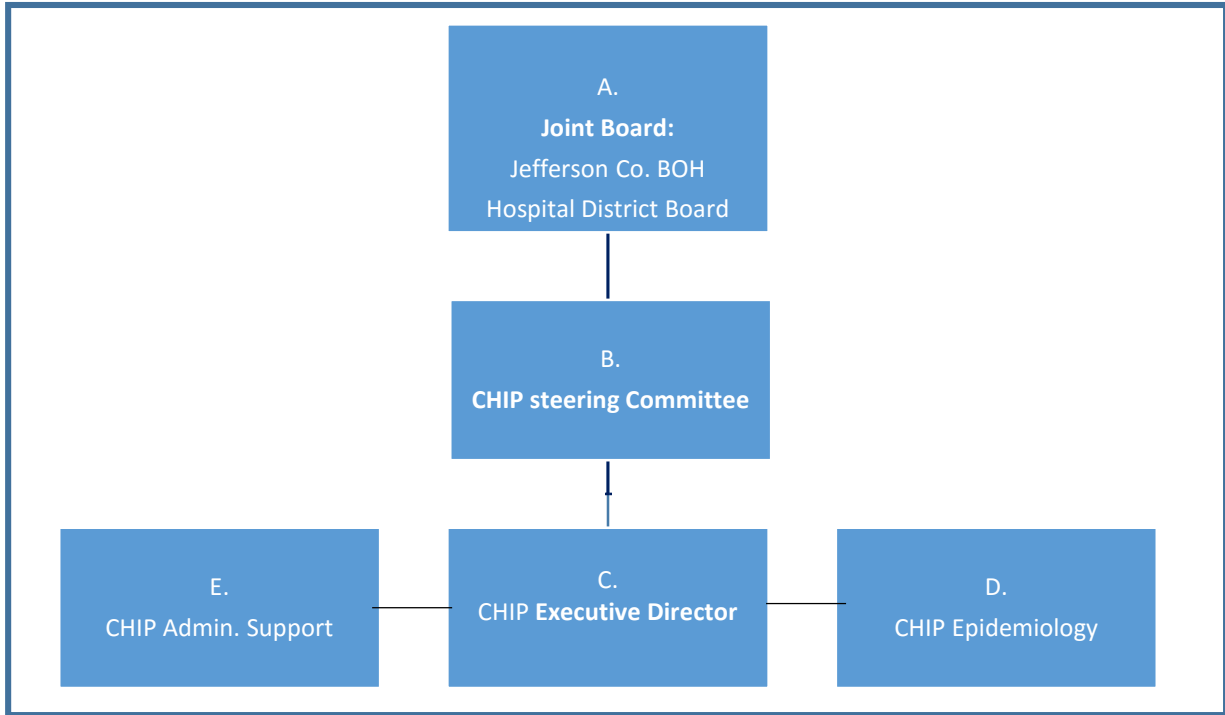


Figure 1. Proposed CHIP System Chart

A. Joint Board:

Jefferson County Board of Health (BOH) and Jefferson County Hospital District #2 comprise a Joint Board to serve as the Governance body for the CHIP: Governance body to receive updates on progress toward metrics quarterly, and provide input to steering committee.

B. CHIP Steering Committee:

The steering committee’s purpose is to monitor the Community Health Improvement Plan (CHIP) investment and guide its progress.

Steering Committee Recommendation:

- Jefferson Co. BOH representative**
- Hospital District Board representative**
- JCPH Director**
- JH Director of Care Transformation**
- JCPH Community Health Director**
- JH Population Health Coordinator**
- CHIP Executive Director ✓**

✓ *Non-voting member*

C. CHIP Executive Director (1.0 FTE):

The CHIP Executive Director (CHIP ED) provides executive leadership to CHIP efforts that will result in measurable health improvement outcomes in identified health priorities for Jefferson county residents.

The CHIP ED’s time will be divided approximately in the following areas:

- **20% Advocacy**, Serves as the primary public representative. Communication & ongoing community engagement. Lead effort to identify lead agencies for strategies: schools, town meetings, or solicit specific agencies for specific strategies.
- **20% Monitoring of metrics**, creating dashboard for monitoring, create additional metric and support, Identify and fill data gaps. Monitors and reports progress toward metrics. Coordinate next CHA: work with a consultant epidemiologist for Jefferson Co. focus data. Create metric, data collection for additional data needed for gaps. Coordinate local assessment with the regional work of the Olympic Community of Health.
- **10% Liaison** to JCPH BOH, Hospital District Board. Serves as an active participant in regional Olympic Community of Health (OCH) meetings, discussions and collaborations to align Jefferson Co. CHIP with regional work. Prepares periodic updates and reports to the Joint Governing Board. Develop a system of meaningful reporting outcomes related to priorities, goals, objectives and strategies.
- **20% Identifying funding** sources for CHIP strategy work and sustainably align resources for strategies. Goal is to be self-sustaining within two years.
- **30% Coordination and planning**: Provides direction, administration and short- and long-term planning and evaluation for CHIP processes and of initiatives/programs tied to specific indicators and measures. Coordinates lead agencies with implementation of their strategies to achieve the goals and objectives associated with those strategies Provide leadership and management oversight to the recurring cycle of CHA and CHIP.

For a complete list of duties see the full job description.

Host Agency: Jefferson Healthcare – house CHIP ED together with Olympia Community of Health to facilitate collaboration.

D. Epidemiology (.25 FTE):

Develops metrics, collects data, focuses on outcomes vs. outputs, focuses on Jefferson Co. data, provides epidemiology support to partners.

Epidemiology Option A:
.25 FTE Epidemiology services contracted

Epidemiology Option B:
Epidemiologist hire (.25 FTE)
Possibly share .5 FTE with Clallam Co.

COST OF CHIP IMPLEMENTATION

E. Administrative Support (.25 FTE)

Performs and coordinates duties in support of CHIP Executive Director and CHIP process. Manages record-keeping, data-entry, file maintenance, scheduling, policies and procedures and additional administrative functions as directed. Supports initiatives, committees, teams, and programs as directed.

**Recommendation:
Administrative Support
Provided In-Kind by
organization that hosts
CHIP ED position**

Costs of implementation of Recommendation

| | | | | | | | | | | | | |
|--|-------------------------------------|--|-------------------------------------|-------|-----------------------------------|-----|---------------|-------|--------------------------------|-------|--------------|----------------|
| | | Executive Director Estimated Allocation of Time | | | | | | | | | | |
| Advocacy | | 20% | | | | | | | | | | |
| Monitoring | | 20% | | | | | | | | | | |
| Liaison | | 10% | | | | | | | | | | |
| Identifying funding | | 20% | | | | | | | | | | |
| Short and long term planning | | 20% | | | | | | | | | | |
| Coordination | | 10% | | | | | | | | | | |
| COSTS | | EXECUTIVE DIRECTOR, EPIDEMIOLOGIST, OVERHEAD AND IN-KIND | | | | | | | | | | |
| Personnel ED based on 1 FTE =\$70,000 + benefits | | \$91,000 (Salary + Benefits) (1.0 FTE) | | | | | | | | | | |
| Steering committee | | 2 hours/ month In-Kind | | | | | | | | | | |
| | | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">JHC Director of Care Transformation</td> <td style="width: 20%; text-align: right;">1,460</td> </tr> <tr> <td>JHC Population Health Coordinator</td> <td style="text-align: right;">953</td> </tr> <tr> <td>JCPH Director</td> <td style="text-align: right;">1,584</td> </tr> <tr> <td>JCPH Community Health Director</td> <td style="text-align: right;">1,136</td> </tr> <tr> <td style="text-align: center;">TOTAL</td> <td style="text-align: right;">\$5,133</td> </tr> </table> | JHC Director of Care Transformation | 1,460 | JHC Population Health Coordinator | 953 | JCPH Director | 1,584 | JCPH Community Health Director | 1,136 | TOTAL | \$5,133 |
| | JHC Director of Care Transformation | 1,460 | | | | | | | | | | |
| | JHC Population Health Coordinator | 953 | | | | | | | | | | |
| | JCPH Director | 1,584 | | | | | | | | | | |
| JCPH Community Health Director | 1,136 | | | | | | | | | | | |
| TOTAL | \$5,133 | | | | | | | | | | | |

| | | | | |
|--|---|-----------------|------------------|------------------|
| Epidemiology 25% \$25,400 (Salary + Benefits or Contract) | | | | |
| Administrative support 25% Provided In-Kind by Jefferson HealthCare Administrative Support/ Overhead - \$12,100 | | | | |
| | | | | |
| COSTS AND FUNDING COMMITMENT RECOMMENDATIONS | PER YEAR AND TOTAL FUNDING RECOMMENDATIONS | | | |
| TOTAL (Rounded) Costs include salary and benefits, Overhead costs, Epi costs Steering Committee Costs (Steering Committee Costs are In-Kind) | 2017 – (Assumes 8 months): \$ 86,250 2018 - (Assumes a 3% Increase): \$132,500 | | | |
| Steering Committee Costs (In Kind) | In-Kind 2017 – (Assumes 8 months): \$3,422 2018 – (Assumes a 3% Increase): \$5,253 | | | |
| Two Year Funding Commitment Recommendations (8 months in 2017 and 12 months in 2018) | Organization 2017 2018 Total | | | |
| | Jefferson County | \$34,500 | \$53,000 | \$87,500 |
| | Jefferson Healthcare | \$34,500 | \$53,000 | \$87,500 |
| | City of Port Townsend | \$17,250 | \$26,500 | \$43,750 |
| | TOTAL | \$86,250 | \$132,500 | \$218,750 |

OVERALL RECOMMENDATION: Approve the staffing and funding recommendations of the Partners:

- Hire 1 FTE CHIP Executive Director
- Hire or contract .25 FTE Epidemiologist
- In-Kind Steering Committee Support jointly by Jefferson County Public Health and Jefferson Healthcare
- Recommend funding support for 8 months in 2017 and through December 31, 2018.
- Recommend the following total funding (allocated between 2017 and 2018 per the table above):
 - City of Port Townsend: \$43,750
 - Jefferson County: \$87,500
 - Jefferson Healthcare: \$87,500

Partners that, at the direction of the Joint Board, developed the staffing and funding recommendation:

- Jefferson Healthcare (Public Hospital District #2): Mike Glenn, CEO
- Jefferson County: Philip Morley, Co. Admin.
- City of Port Townsend: David Timmons, City Admin.
- Jefferson County Board of Health: Dr. Tom Locke, Health Officer
- Staff Support: John Nowak, Director of Care Transformation, Jefferson Healthcare
Vicki Kirkpatrick, Director, Jefferson County Public Health

**JOINT RESOLUTION OF THE
JEFFERSON COUNTY BOARD OF HEALTH
AND
JEFFERSON COUNTY PUBLIC HOSPITAL DISTRICT NO. 2 BOARD OF COMMISSIONERS
(DBA: Jefferson Healthcare)**

Jefferson County RESOLUTION NO. ____
Jefferson County Public Hospital
District No. 2 RESOLUTION NO. 2017-10

WHEREAS, over the past three years, residents of Jefferson County have been considering all aspects of health through reviewing data, prioritizing issues, and creating a plan with the end goal of improving health – not just by reducing illness, but by enhancing physical, mental and social well-being; and

WHEREAS, this extensive community engagement resulted in the creation of a Strategic Framework that captures the four priority areas (Access to Care, Immunizations, Chronic Disease Prevention, and Access to Mental Health and Chemical Dependency Care), identifies goals, objectives, strategies, and measurements intended to improve the health of Jefferson County residents where they live, work and play; and

WHEREAS, the environment in which we live impacts health; the accessibility of safe places for physical activity and the availability of nutritious foods are just two examples; and

WHEREAS, health and well-being is more than access to health care, and that, excluding genetics, 70% of health is determined by the social determinants of health including behaviors such as alcohol and drug use, tobacco use, sexual activity etc. and other social determinants of health such as housing, education, income, social isolation, community safety, and finally recognizing the root causes such as adverse childhood experiences and disparities; and

WHEREAS, a Community Health Improvement Plan (CHIP) is a long-term, systematic effort to address the community's most important health problems, is community-driven, data focused, and is used to define a vision for health in a community; and

WHEREAS, the CHIP and its supporting Strategic Framework is intended to guide community leaders and residents in making decision about where to invest time and resources to improve the health and well-being of individuals, families, and Jefferson County communities; and

WHEREAS, it is necessary to provide an organizational infrastructure focused on the implementation of the CHIP and to sustain the community effort of health improvement that encompasses the on-going cycle of: Assessment, CHIP Development based on Assessment Data and Prioritization, Assessment and Evaluation, CHIP priority and Strategic Framework adjustment based on Assessment Data and Evaluation, continued CHIP implementation, etc.

APPROVED, ADOPTED AND PASSED, THIS ____ DAY OF MARCH, 2017.

The Board of Health, Jefferson County

By: _____
Catharine Robinson, Chair

By: _____
John Austin

By: _____
Jill Buhler

By: _____
Phil Johnson

By: _____
Kathleen Kler

By: _____
David Sullivan

By: _____
Sheila Westerman

Jefferson County Public Hospital District No. 2

By: _____
Jill Buhler, Chair

By: _____
Marie Dressler

By: _____
Anthony De Leo

By: _____
Matt Ready

By: _____
Kees Kolff