



North Sound Behavioral Health Advisory Board

Agenda

February 1, 2022
1:00 p.m. – 3:00 p.m.

Call to Order and Introductions

Revisions to the Agenda

Approval of January Minutes

Announcements

- Skagit County Appointment, Deanna Randall - Secrest

Brief Comments or Questions from the Public

Executive/Finance Committee Report

Executive Director's Report

Executive Director's Action Items

Old Business

- 2022 Advisory Board Bylaws
- 2022 North Sound BH-ASO Policies for Advisory Board Update
- North Sound Behavioral Health Advisory Board Proposal to Increase Engagement in Program Planning and Development – Update
- 2022 Advisory Board Pre-Meeting Trainings Content

New Business

- Diversity, Racial Equity, Inclusion Report – Michelle Osborne and Nora Roberts
- North Sound BH-ASO Clinical Oversight Structure
- North Sound BH-ASO Newly Hired Staff – Megan Drake
- North Sound BH-ASO Crisis Co-Responder Model – Michael McAuley

Report from Advisory Board Members

Reminder of Next Meeting

Adjourn



North Sound Behavioral Health Advisory Board

January 4, 2022

1:00 – 3:00

Meeting Minutes

Empowering individuals and families to improve their health and well-being

Members Present on Phone Zoom Meeting Platform:

- Island County: Candy Trautman, Chris Garden
- San Juan:
- Skagit County: Jere LaFollete, Candace Weingart
- Snohomish County: Marie Jubie, Pat O’Maley-Lanphear, Michelle Meaker, Jack Eckrem, Jennifer Yuen, Fred Plappert,
- Whatcom County: Arlene Feld, Kara Allen, Mark McDonald, Alan Friedlob

Members Excused:

- Island County:
- San Juan County:
- Skagit County: Duncan West
- Snohomish County: Joan Bethel
- Whatcom County:

Members Absent:

- Island County:
- San Juan County:
- Skagit County:
- Snohomish County:
- Whatcom County:

North Sound BH-ASO Staff: Joe Valentine, Maria Arreola (Recording).

Managed Care Organization Representation:

- United Healthcare:
- Coordinated Care:
- Molina Healthcare: Kelly Anderson
- Community Health Plan of Washington [CHPW]: Marci Bloomquist

Guests:

Pre-Meeting Training

Non pre-meeting month

Call to order and Introductions

The meeting was called to order by Vice Chair O'Maley-Lanphear at 1:04 p.m.

Revisions to the Agenda

No revisions mentioned

Approval of August Minutes

Motion made for the approval of December meeting minutes as written. Motion seconded. All in favor, Motion carried.

Announcements

Alan spoke of the National Alliance on Mental Illness of Whatcom County community conversation. This event is to discuss the New Journeys program and how it would benefit the North Sound region. The event will be on January 20th at 7:00 p.m. on the Zoom platform.

Brief Comments from the Public

None

Executive Directors Report

Joe reported on

- January 2022 Funding Allocations
- Recovery Navigator Program [RNP]
- Community Behavioral Health Rental Assistance Program [CBRA]
- Homeless Outreach Stabilization Team [HOST]
- Department of Health Grant Awarded to the North Sound Youth and Family Coalition [YFC]
- Crisis Services Update
- Workforce Development Update
- Proposal for Advisory Board Engagement Planning

Executive Director's Action Items

Joe reviewed each action item. Motion made to approve the action items to move to the Board of Directors for approval. Motion seconded. All in favor. Motion Carried.

Executive/Finance Committee Report

The December Expenditures were reviewed and discussed. Motion to move the Expenditures to the Board of Directors for approval. Motion seconded. All in Favor. Motion Carried.

Approved by Advisory Board

— Volunteers of America [VOA] Response Letter

- Members reviewed the proposal response which covered
 - A description of the benefit of amenity to be provided
 - The specific need the benefit or amenity will address
 - The number of staff who will receive the benefit
 - The total cost of the benefit or amenity
 - A ranked priority of the benefit or amenity
- It was determined to approve VOA’s proposal
- The needs will directly support the front-line crisis staff at VOA
- The Board has recognized the impact COVID-19 has had on the crisis system and directly affecting VOA staff. This will help lighten and balance the work environment for VOA staff

Old Business

Advisory Board Legislative Session Update

Legislative Committee members Pat, Duncan, Michele, Duncan and Alan met with Representative Shewmake on December 30th. More appointments are scheduled the first week of January.

New Business

Bylaw Review Ad Hoc Committee

Ad Hoc Committee was formed to review the Bylaws. Maria will coordinate with the committee to schedule a meeting. The draft Bylaws will be brought back during the February meeting.

Policy Review Ad Hoc Committee

Ad Hoc Committee was formed to review the Advisory Board policies. Revised policies will be brought back to the February meeting.

Report from Advisory Board Members

None given






Reminder of Next Meeting

Tuesday, February 1, 2022

Adjourn

Vice Chair O’Maley-Lanphear adjourned the meeting at 2:37 p.m.

**North Sound Behavioral Health Administrative Services Organization
Advisory Board Budget
2022**

	Total	All Conferences	Board Development	Advisory Board Expenses	Stakeholder Transportation	Legislative Session
		Project # 1	Project # 2	Project # 3	Project # 4	Project # 5
Budget	\$ 20,000.00	\$ 9,900.00	\$ 1,000.00	\$ 9,000.00		\$ 100.00
Expense	0.00					
Under / (Over) Budget	\$ 20,000.00	\$ 9,900.00	\$ 1,000.00	\$ 9,000.00	\$ -	\$ 100.00
						
		All expenses to attend Conferences	Advisory Board Retreat/Summit	Costs for Board Members (meals mileage, misc.)	Non- Advisory Board Members, to attend meetings and special events	Shuttle, meals, hotel, travel

1. BEHAVIORAL HEALTH LEGISLATIVE BILLS

- Below is a partial list of behavioral legislative bills of interest to the BH-ASOs.
- February 3 is the last day that policy bills can be passed out of their committee.

Bill Number	Brief Description
HB 1735	Makes changes to last year’s HB1310 to allow for use of force by peace officers under certain circumstances, including transporting a person for evaluation and treatment, or “providing other assistance under civil or forensic commitment laws.”
HB 1773	Establishes new standards and procedures for commitment of persons who need Assisted Outpatient Treatment (AOT), and expands the classification of persons who can file a petition for AOT.
HB 1865	Establishes Certified Peer Specialists and Certified Peer Specialist trainees as new professions to be certified by the Department of Health. Establishes standards and training for supervision of peer specialists, and specific training requirements for peer specialists practicing as peer crisis responders.
SB 5638	Allows an applicant for associate licensure as a social worker, mental health counselor, or marriage and family therapist to work while their application for associate licensure is pending.
SB 5644	Establishes a plan to create standards and a training curriculum for co-responder teams.
SB 5655	Requires the state hospitals to establish the capacity to provide short term detention and civil commitment services for persons who experience difficulties being admitted to community facilities.
SB 5884	Requires Department of Health to create a certification for “behavioral health support specialists”. These are defined as paraprofessionals with at least a bachelor’s degree who practice in partnership with a licensed behavioral health professional

2. BH-ASO LEGISLATIVE BUDGET PRIORITIES

- The BH-ASOs have adopted two key priorities for funding. The first is for \$20 million to cover the increased costs for Involuntary Commitment hearings [ITA Court Costs].
- The rising cost of ITA hearings continues to use a larger percentage of each BH-ASO’s flexible general funds each year [see chart in Attachment 1].

- The second is for a 7% rate increase for non-Medicaid services to complement legislation proposing a 7% increase in Medicaid rates. Our concern is that if the rate increase is on the Medicaid side only, it will become even harder for agencies to have adequate resources to provide non-Medicaid services.

3. **RECOVERY NAVIGATOR PROGRAM [RNP]**

- Responses have been received to the “Request for Qualifications” [RFQ] to select the lead entity for the RNP program in Skagit, Island, and San Juan. Responses were due on January 21.
- An RFQ review committee met on January 28 to review and score the proposals. The review committee included two Advisory Board members. The successful bidders will be announced on Wednesday.
- We are continuing to work with the Snohomish County Law Enforcement Assisted Diversion [LEAD] program to coordinate the RNP program with LEAD.
- We will also be developing a contract with the LEAD program in Whatcom County, which we understand is being transitioned from Sea Mar to the County.

4. **WHATCOM COUNTY CO-RESPONSE COMMUNITY RESPONSE RFQ**

- We are developing an RFQ (Request for Qualifications) to select an organization in Whatcom County to provide a “co-response” program in Whatcom County.
- The County has indicated its goal is to coordinate several different existing community response programs, such as the GRACE program.
- The co-response RFQ will be modeled on other co-response programs we are now funding such as the Compass Health IMPACT program, and the new Mt. Vernon Police Co-response program.
- The RFQ will allow for a broader scope than the traditional mobile crisis outreach team model and is part of our effort to experiment with different models that coordinate behavioral health and law enforcement response to persons in the community actively struggling with behavioral health issues.

5. **HOMELESS OUTREACH STABILIZATION TEAM [HOST]**

- We are developing the plan due to HCA by the end of January to describe how we will use the \$956,080 that has been allocated to the region for to establish a HOST program.
- We are inviting all 5 counties to a planning meeting to decide the most realistic option for setting this program up, including funding teams to serve more than one county.

6. **CRISIS SERVICES UPDATE**

- a) Weekly Crisis Capacity Indicator Report – through **January 22** [attachment #2]. The reported number of Calls to the Crisis Line and dispatches of mobile crisis outreach teams dipped a little during the holidays but started to climb back up in mid-January.
- b) Monthly Crisis Services Dashboard through **December** [attachment #3]. There was a dip in the number of crisis service dispatches over the holidays.

7. DIVERSITY, RACIAL EQUITY, AND INCLUSION INITIATIVE [DREI]

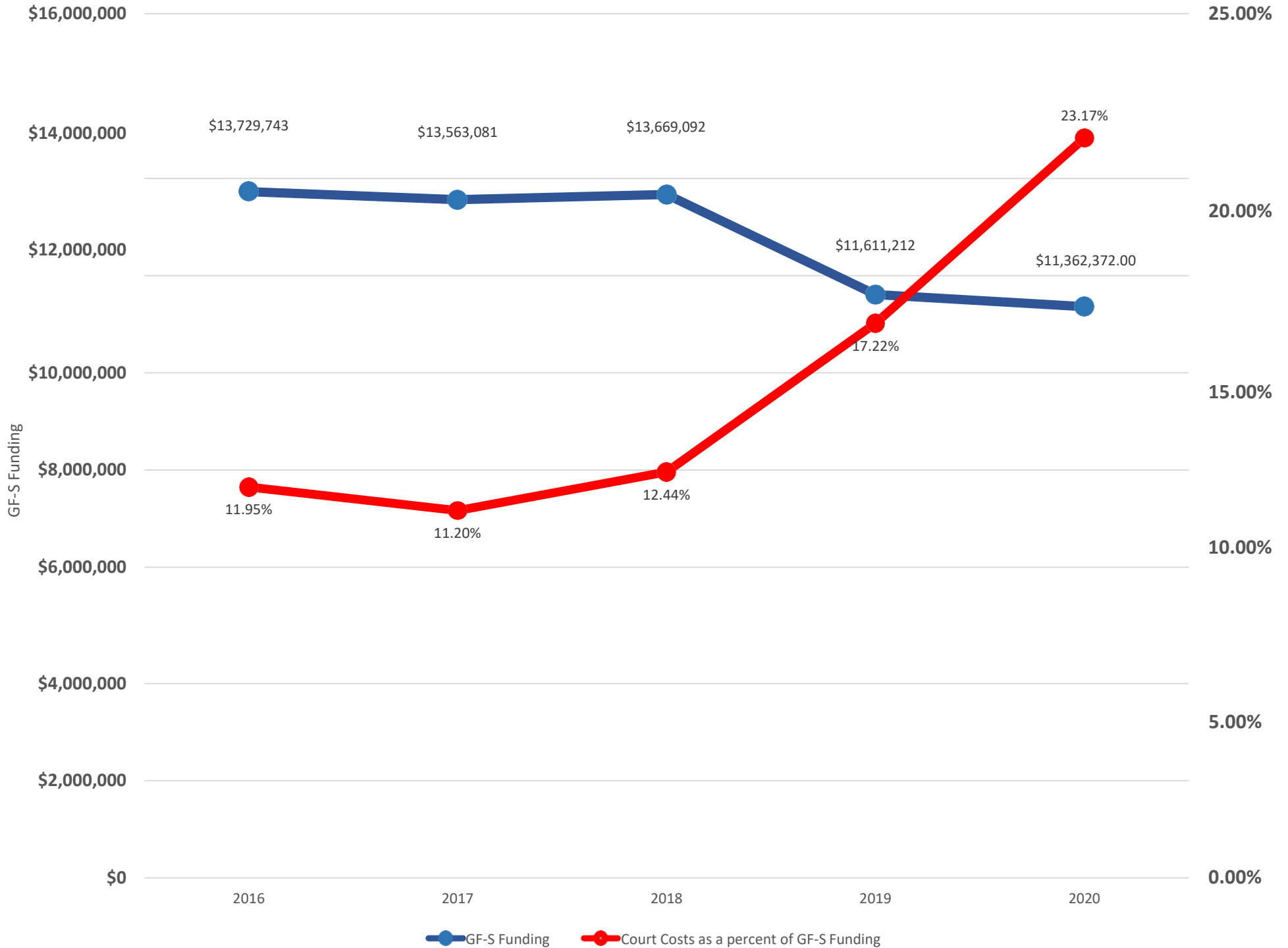
- Our DREI consultants have completed a DREI maturity assessment that measures views and beliefs of staff, Advisory Board Members, and Board of Directors regarding where we're at as an organization in our understanding of racism.
- This assessment was presented at an all-staff meeting and will be presented to the Advisory Board and Board of Directors at their February meetings.
- The next steps will include: individual interviews with staff, the formation of an internal DREI workgroup which will include Advisory Board members, a series of trainings on racism and anti-racism strategies, and the development of an anti-racism workplan.

8. CHANGES TO BH-ASO CLINICAL OVERSIGHT STRUCTURE [see attached 2022 Organizational Chart]

With the continued expansion of clinical programs to be administered by the BH-ASO, we have made two adjustments to our internal clinical oversight structure:

- 1) Michael McAuley's role and title as "Clinical Manager" is being changed to "Clinical Director". The Clinical Director will be responsible for providing "leadership" to clinical program operations and development as opposed to just oversight and "coordination". This will support more streamlined decision making in clinical operations. Most BH-ASOs already have a position designated as "Clinical Director".
- 2) Glenn Lippman's role as "Medical Director" will be prioritized to focus on quality oversight, clinical consultation, credentialing, and utilization management. This will mean less need for Glenn to participate in portions of meetings and activities focused primarily on administrative operations.

North Sound GF-S Funding and Court Costs as a percent of GF-S Funding

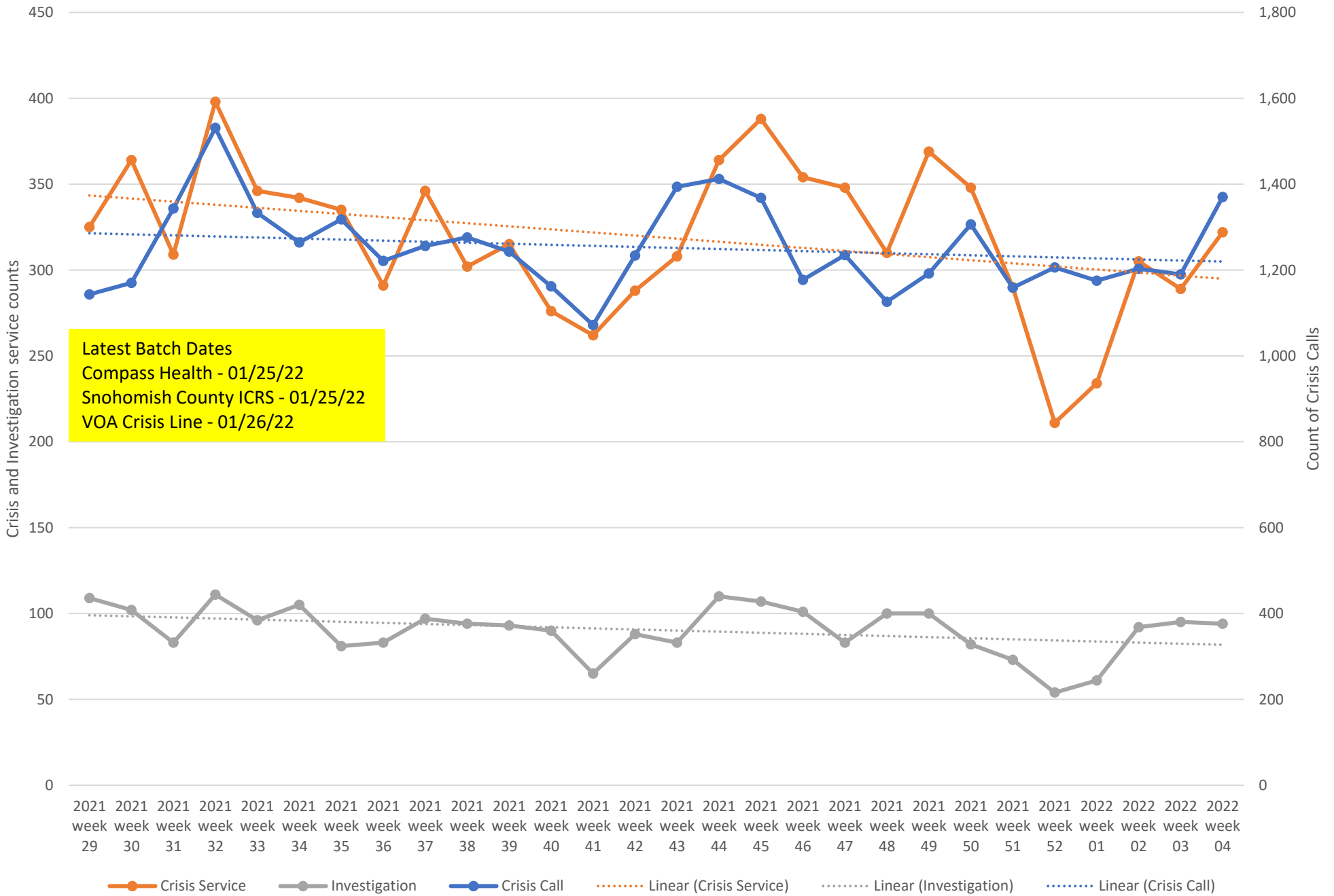




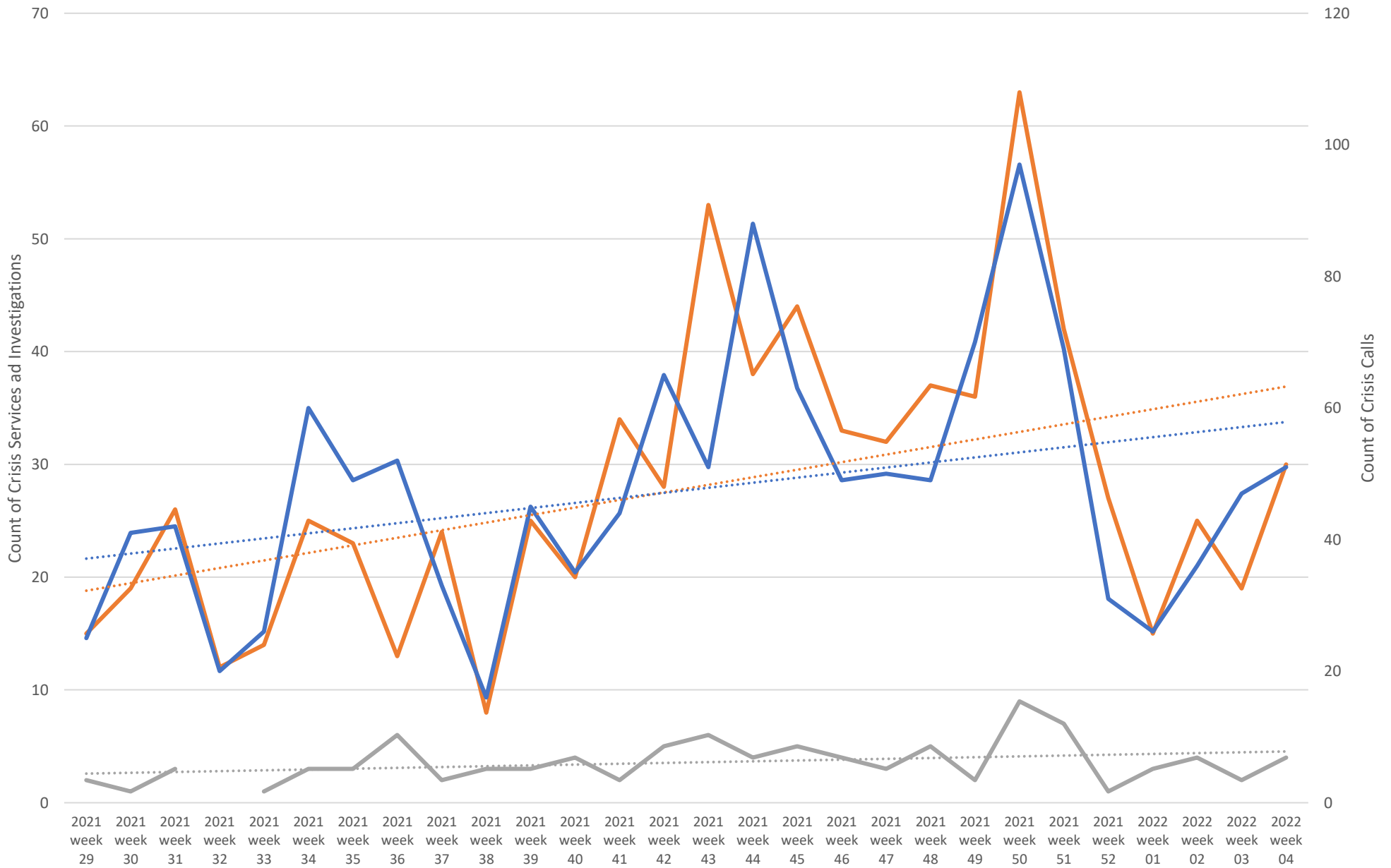
Weekly Crisis Capacity Indicator Snapshot

Page 2	Crisis Data - dates 07/11/21 to 01/22/22
Page 3	Crisis Data: Ages 0-17 - dates 07/11/21 to 01/22/22
Page 4	All DCR Dispatches - dates 07/11/21 to 01/22/22
Page 5	Weekly Staff Count - Staff providing Crisis or Investigation services 07/11/21 to 01/22/22
Page 6	Hospital placement locations (Invol and Vol) - No adjustment has been made for timely data - recent weeks likely low
Page 7	Telehealth only, crisis and investigation services from 07/11/21 to 01/22/22
Page 8	Crisis Service Unit Percent - Crisis Service units divided by Crisis units + Investigation units
Page 9	Washington State Indicators of Anxiety or Depression Based on Reported Frequency of Symptoms During Last 7 Days
Page 10	Place of Service -Crisis Services, percent of total by week
Page 11	Place of Service -Investigations, percent of total by week
Page 12	New COVID-19 Cases Reported Weekly per 100,000 population - 11/11/20 to 01/26/22
Page 13	Total Hospitalized Adults - COVID-19 (confirmed or suspected) 7 day average
Page 14	HB 1310 Data collected with LE Declines 07/11/21 to 01/22/22
Page 15	HB 1310 Data collected with LE Response or Other 07/11/21 to 01/22/22

Crisis Data - dates 07/11/21 to 01/22/22



Crisis Data: Ages 0-17 - dates 07/11/21 to 01/22/22



— Crisis Service
 — Investigation
 — Crisis Call
 ⋯ Linear (Crisis Service)
 ⋯ Linear (Investigation)
 ⋯ Linear (Crisis Call)

All DCR Dispatches - dates 07/11/21 to 01/22/22

120

100

80

60

40

20

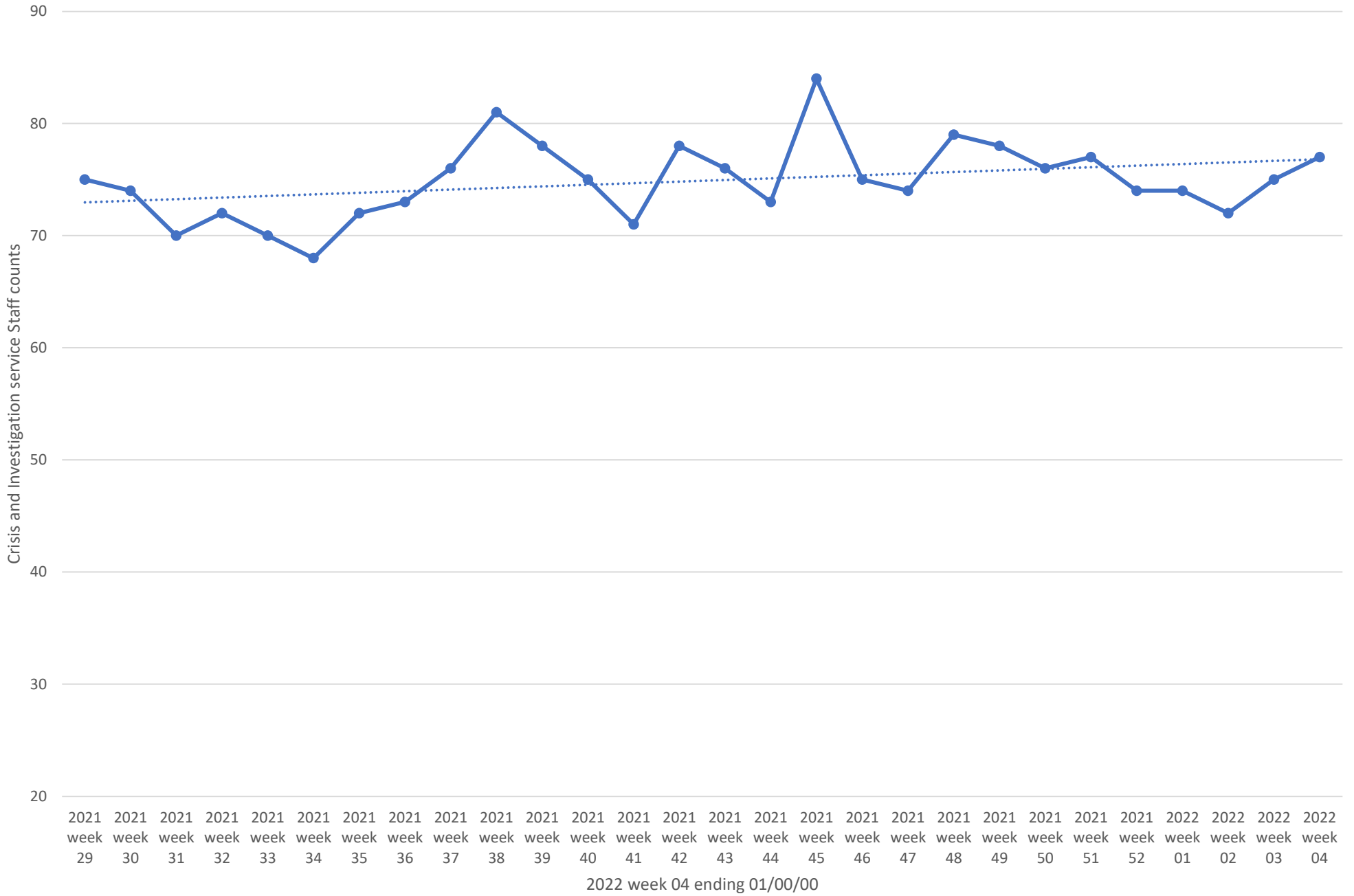
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2021 week 29	2021 week 30	2021 week 31	2021 week 32	2021 week 33	2021 week 34	2021 week 35	2021 week 36	2021 week 37	2021 week 38	2021 week 39	2021 week 40	2021 week 41	2021 week 42	2021 week 43	2021 week 44	2021 week 45	2021 week 46	2021 week 47	2021 week 48	2021 week 49	2021 week 50	2021 week 51	2021 week 52	2022 week 01	2022 week 02	2022 week 03	2022 week 04
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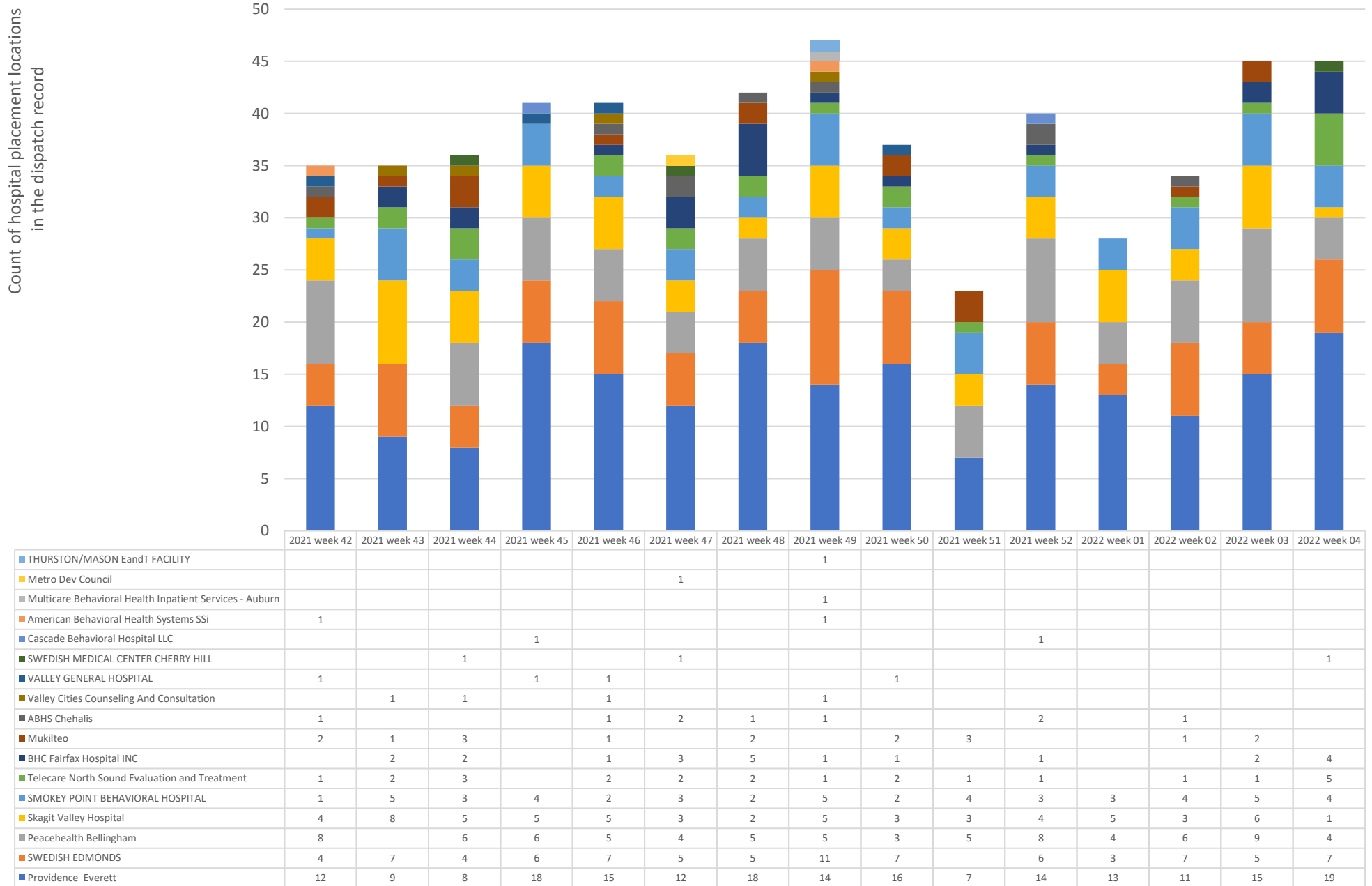
dispatch resulting in other outcome	65	59	51	64	43	63	57	53	57	49	52	57	44	59	49	71	66	59	51	55	55	52	51	41	37	56	52	57
dispatch resulting in detention	34	34	22	35	38	37	24	36	27	34	34	36	23	29	27	34	36	38	31	36	44	31	19	36	28	31	37	39

dispatch resulting in other outcome	65	59	51	64	43	63	57	53	57	49	52	57	44	59	49	71	66	59	51	55	55	52	51	41	37	56	52	57
dispatch resulting in detention	34	34	22	35	38	37	24	36	27	34	34	36	23	29	27	34	36	38	31	36	44	31	19	36	28	31	37	39

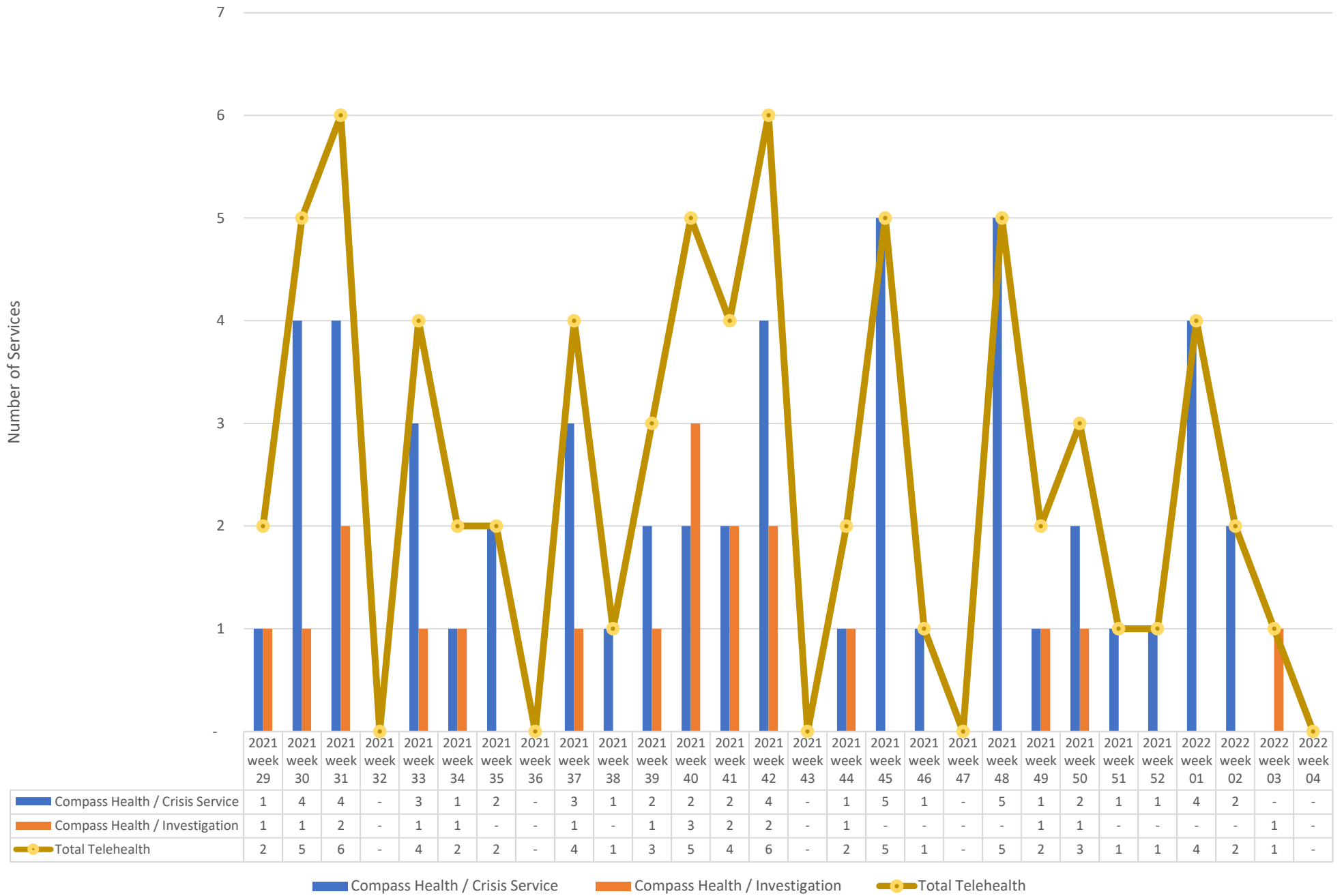
Weekly Staff Count - Staff providing Crisis or Investigation services 07/11/21 to 01/22/22



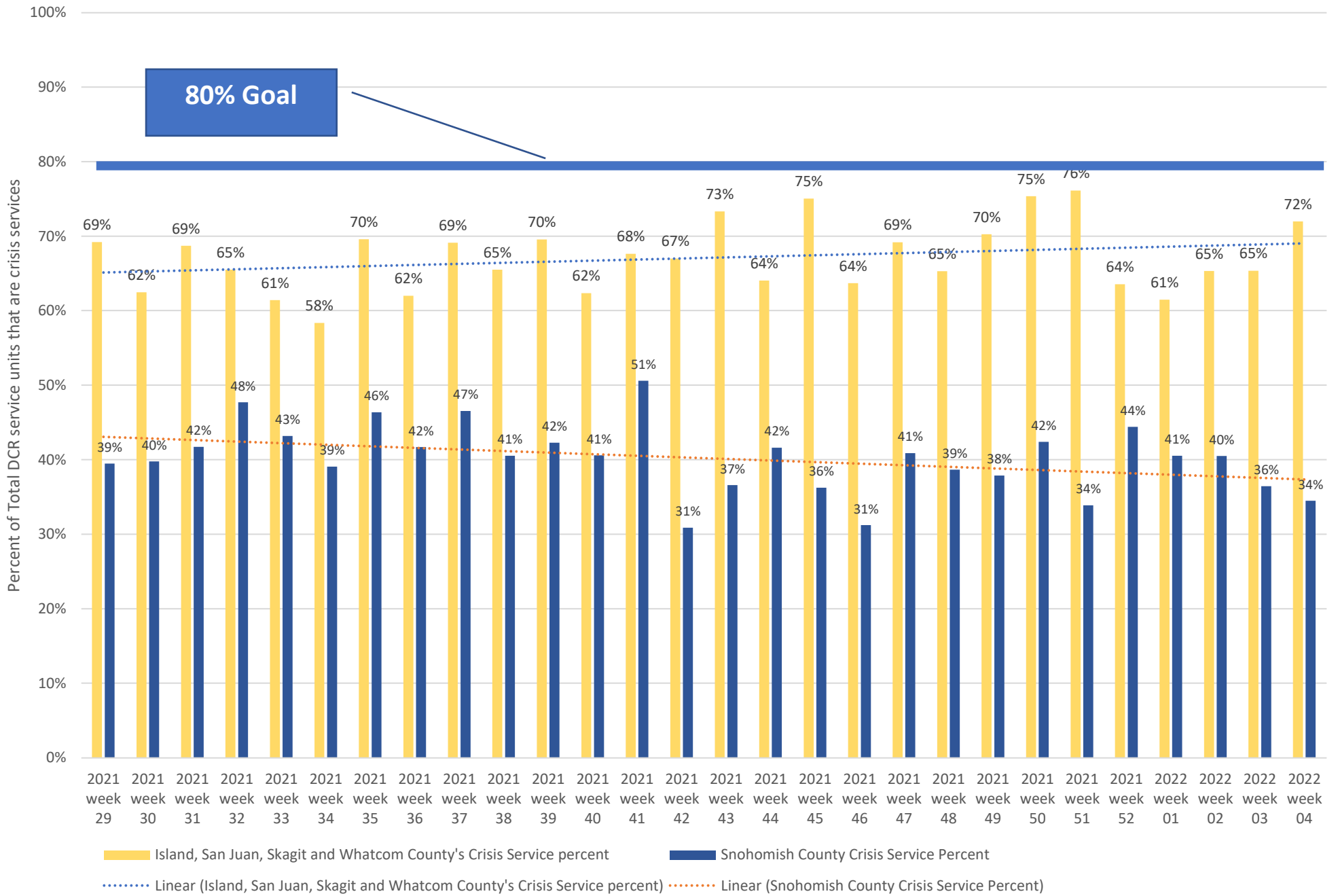
Hospital placement locations (Invol and Vol) - No adjustment has been made for timely data - recent weeks likely low



Telehealth only, crisis and investigation services from 07/11/21 to 01/22/22



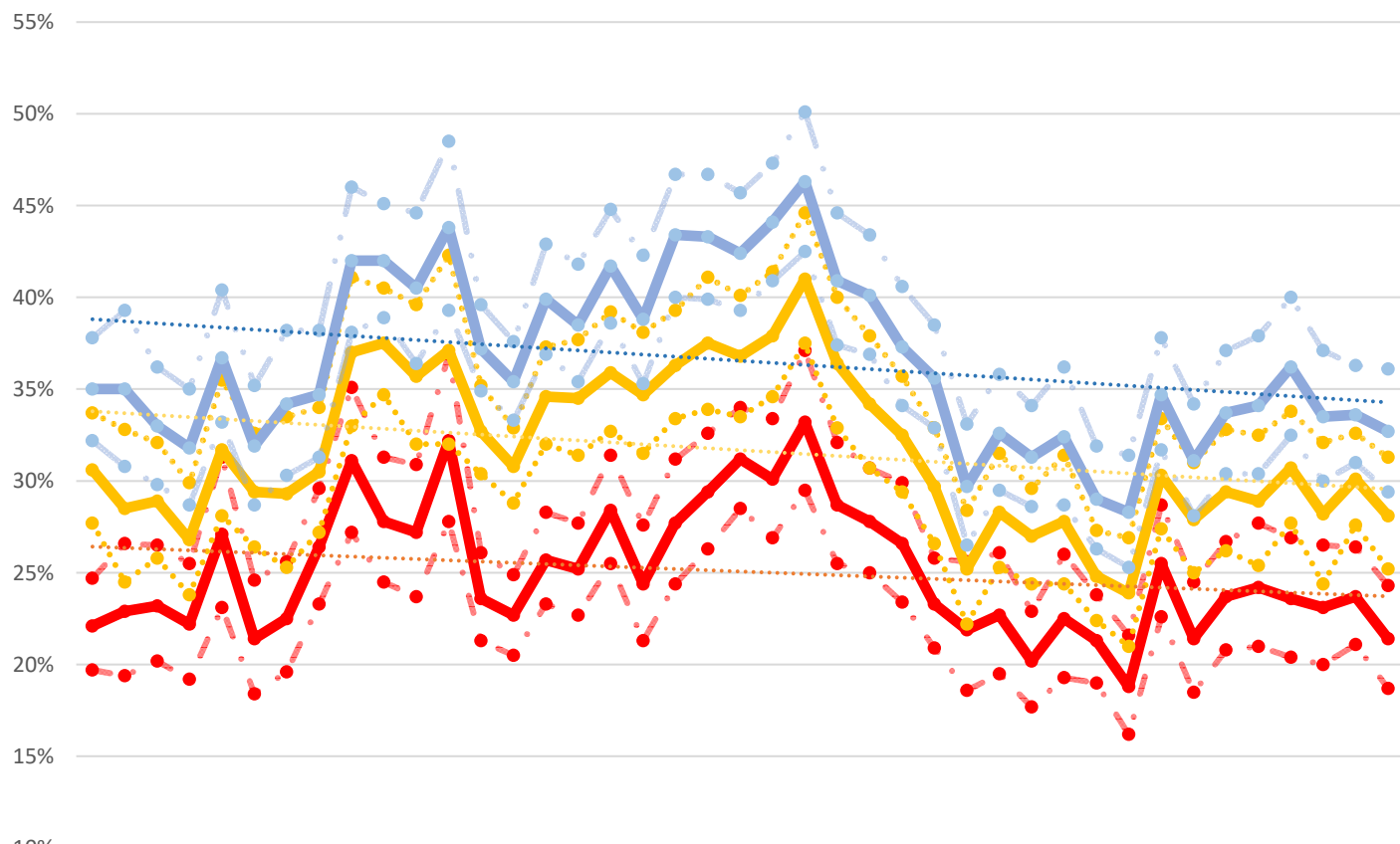
Crisis Service Unit Percent - Crisis Service units divided by Crisis units + Investigation units



Washington State Indicators of Anxiety or Depression Based on Reported Frequency of Symptoms During Last 7 Days

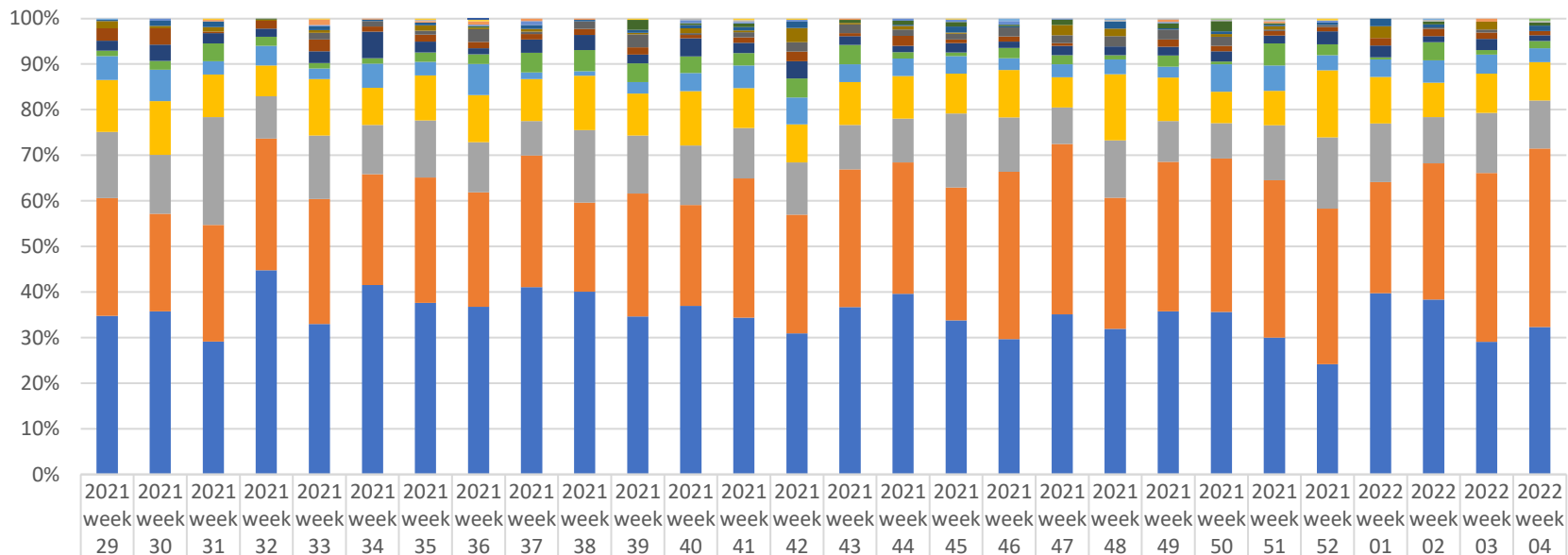
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<https://data.cdc.gov/NCHS/Indicators-of-Anxiety-or-Depression-Based-on-Repor/8pt5-q6wp>



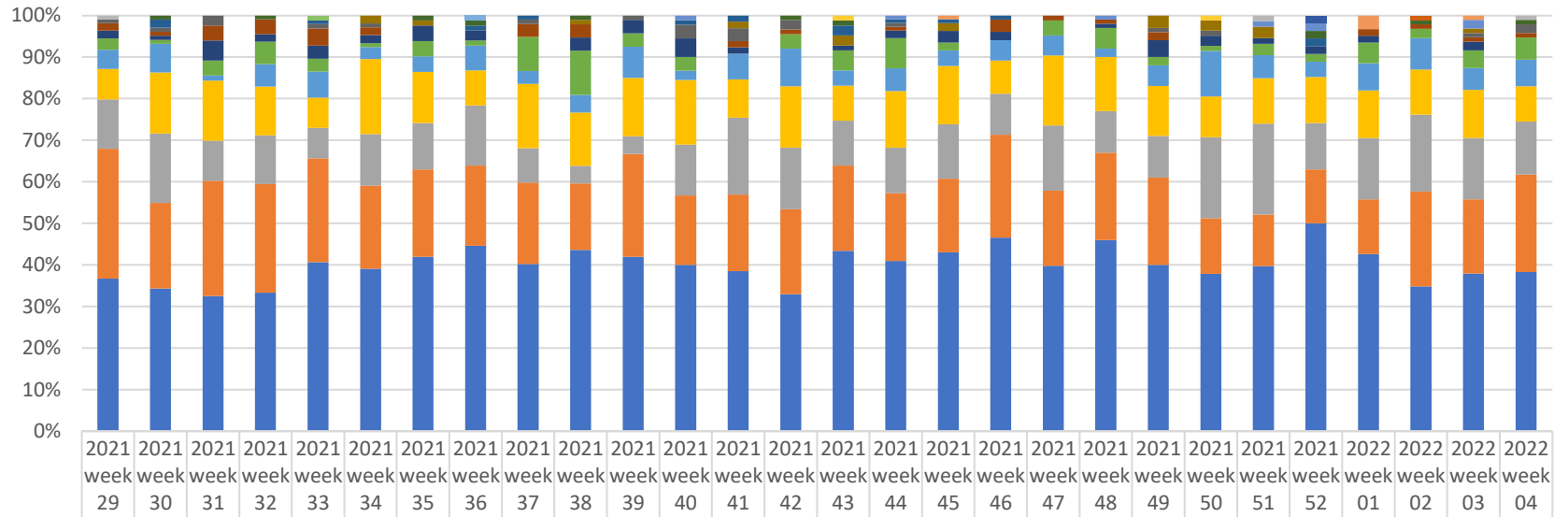
	23 Apr -05	07 May	14 May	21 May	28 May -02	04 Jun	11 Jun	18 Jun	25 Jun	02 Jul	09 Jul	16 Jul	19 Aug	02 Sep	16 Sep	30 Sep	14 Oct	28 Oct	11 Nov	25 Nov	09 Dec	06 Jan	20 Jan	03 Feb	17 Feb -01	03 Mar	17 Mar	14 Apr	28 Apr -10	12 May	26 May -07	09 Jun	23 Jun	21 Jul	04 Aug	18 Aug	01 Sep	15 Sep	29 Sep	01 Oct	29 Dec
••• % with Symptoms of Depressive Disorder low conf. level	20%	19%	20%	19%	23%	18%	20%	23%	27%	25%	24%	28%	21%	21%	23%	23%	26%	21%	24%	26%	29%	27%	30%	26%	25%	23%	21%	19%	20%	18%	19%	19%	16%	23%	19%	21%	21%	20%	20%	21%	19%
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••• % with Symptoms of Depressive Disorder high conf. level	25%	27%	27%	26%	31%	25%	26%	30%	35%	31%	31%	37%	26%	25%	28%	28%	31%	28%	31%	33%	34%	33%	37%	32%	31%	30%	26%	26%	26%	23%	26%	24%	22%	29%	25%	27%	28%	27%	27%	26%	24%
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••• % with Symptoms of Anxiety Disorder high conf. level	34%	33%	32%	30%	36%	33%	34%	34%	41%	41%	40%	42%	35%	33%	37%	38%	39%	38%	39%	41%	40%	41%	45%	40%	38%	36%	33%	28%	32%	30%	31%	27%	27%	33%	31%	33%	33%	34%	32%	33%	31%
••• % with Symptoms of Anxiety or Depressive Disorder low conf. level	32%	31%	30%	29%	33%	29%	30%	31%	38%	39%	36%	39%	35%	33%	37%	35%	39%	35%	40%	40%	39%	41%	43%	37%	37%	34%	33%	27%	30%	29%	29%	26%	25%	32%	28%	30%	30%	33%	30%	31%	29%
— % with Symptoms of Anxiety or Depressive Disorder value	35%	35%	33%	32%	37%	32%	34%	35%	42%	42%	41%	44%	37%	35%	40%	39%	42%	39%	43%	43%	42%	44%	46%	41%	40%	37%	36%	30%	33%	31%	32%	29%	28%	35%	31%	34%	34%	36%	34%	34%	33%
••• % with Symptoms of Anxiety or Depressive Disorder high conf. level	38%	39%	36%	35%	40%	35%	38%	38%	46%	45%	45%	49%	40%	38%	43%	42%	45%	42%	47%	47%	46%	47%	50%	45%	43%	41%	39%	33%	36%	34%	36%	32%	31%	38%	34%	37%	38%	40%	37%	36%	36%

Place of Service -Crisis Services, percent of total by week



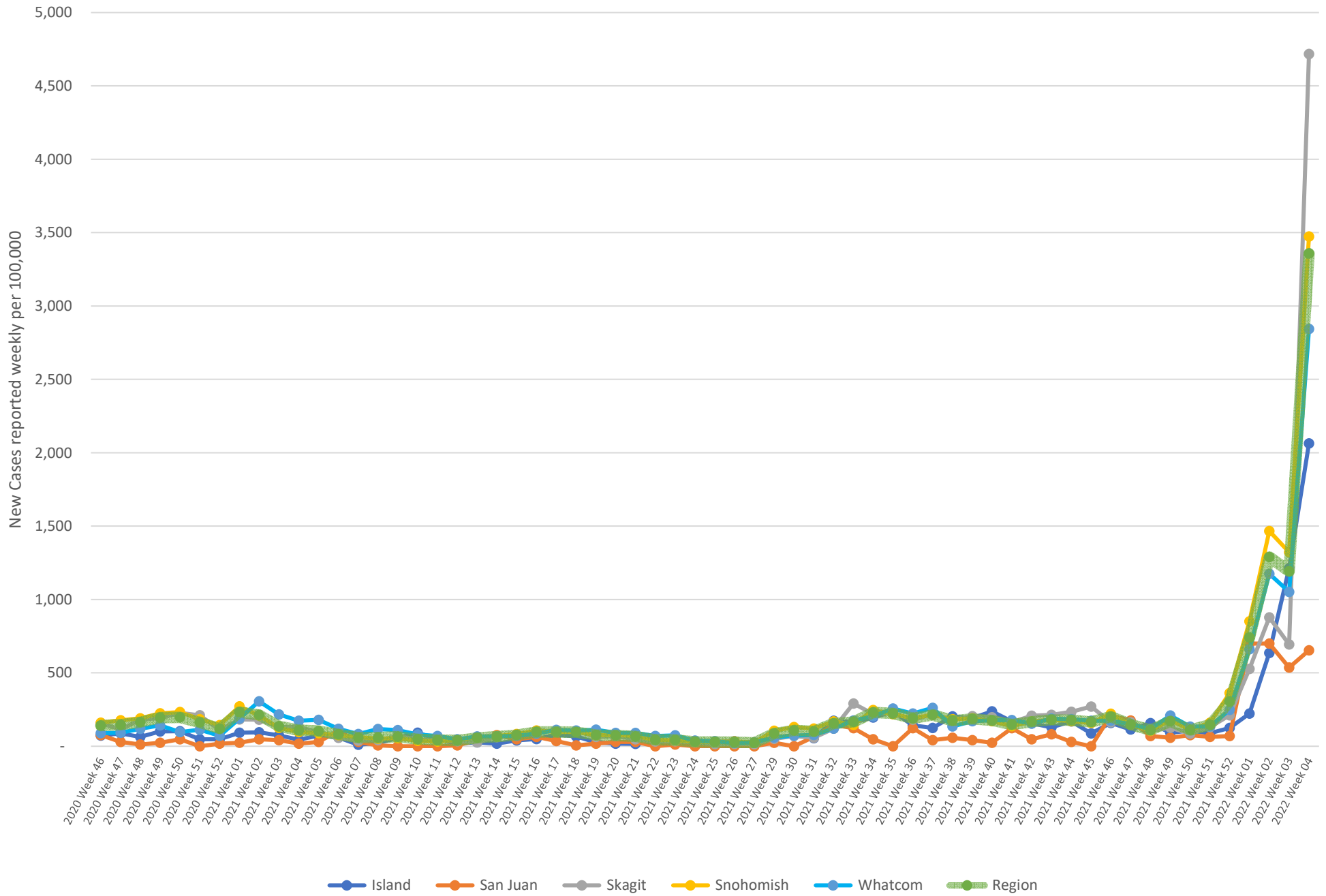
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Psych. Fac.-Partial Hosp								1																					
Custodial Care Facility																						1	1						2
Nursing Facility	1																	2		1						1			
Community Mental Health Center			1		1		1	1			1		1	1			1							1					
Skilled Nursing Facility							1					1	1							1	1	1	1			1		1	
Group Home			1		4	1	1	2	2	1					1						2		1					2	
Psych. Residential		2			1			1	3				2	1	1		2	2	3	1		1			1				
School				1				1			7	1	2		2	3	4	1	4		4	8	1			2		2	
Telehealth	1	4	4		3	1	2		3	1	2	2	2	4		1	5	1		5	1	2	1	1	4	2		4	
Homeless Shelter	5	2	3	1	2		4	1	2		1	3	1	9	1	3	1		8	5		2	2		6		5		
On Campus Outpatient Hospital					5	4	3	8	2	5	9	1	3	6	6	5	5	7	6	7	8	7	1	1		1	2		
Inpatient Hospital	9	13	1	7	9	4	5	4	4	4	5	2	3	6	2	8	3	4	2		6	4	3	2	4	5	4	3	
Inpatient Psychiatric Facility	7	13	7	7	9	20	8	4	10	10	6	11	6	11	6	5	8	5	7	6	7	8	5	6	6	4	7	4	
Assisted Living Facility	4	7	12	8	4	4	7	6	15	14	13	10	7	12	13	5	3	8	7	3	9	2	14	5	1	12	3	5	
Prison Correctional Facility	17	25	9	17	8	18	10	20	5	3	8	11	13	17	12	14	15	9	10	10	9	21	16	7	9	15	12	10	
Emergency Room Hospital	37	43	29	27	43	28	33	30	32	36	29	33	23	24	29	34	34	37	23	45	35	24	22	31	24	23	25	27	
Home	47	47	73	37	48	37	42	32	26	48	40	36	29	33	30	35	63	42	28	39	33	27	35	33	30	31	38	34	
Other Place of Service	84	78	79	115	95	83	92	73	100	59	85	61	80	75	93	105	113	130	130	89	121	117	100	72	57	91	107	126	
Office	113	130	90	178	114	142	126	107	142	121	109	102	90	89	113	144	131	105	122	99	132	124	87	51	93	117	84	104	

Place of Service -Investigations, percent of total by week

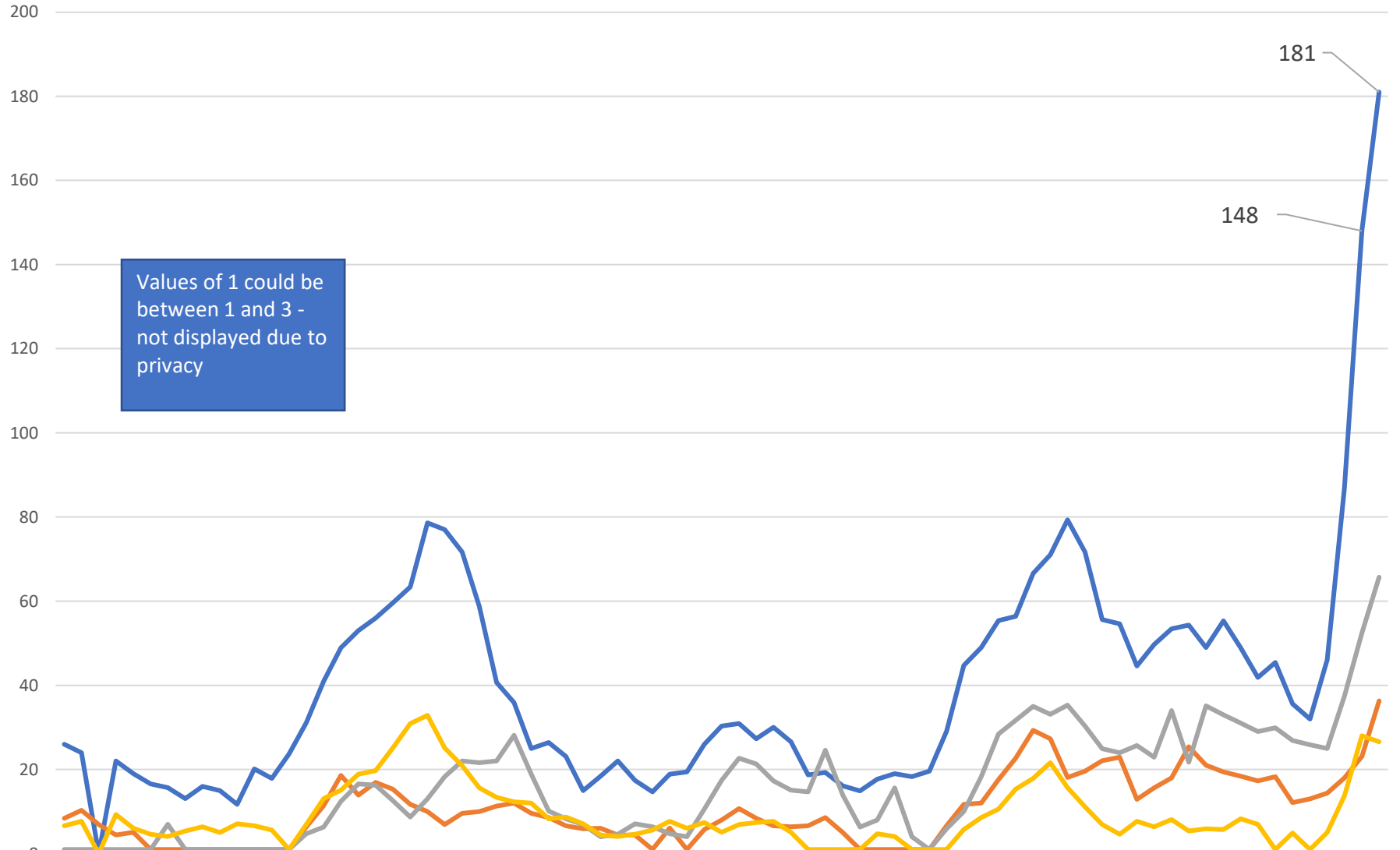


	2021 week 29	2021 week 30	2021 week 31	2021 week 32	2021 week 33	2021 week 34	2021 week 35	2021 week 36	2021 week 37	2021 week 38	2021 week 39	2021 week 40	2021 week 41	2021 week 42	2021 week 43	2021 week 44	2021 week 45	2021 week 46	2021 week 47	2021 week 48	2021 week 49	2021 week 50	2021 week 51	2021 week 52	2022 week 01	2022 week 02	2022 week 03	2022 week 04		
Nursing Facility																														
Residential SUD																														
Custodial Care Facility					1																									
Psych. Fac.-Partial Hosp								1																						
School																1								1						
Skilled Nursing Facility	1																							1					1	
Homeless Shelter																		1												
On Campus Outpatient Hospital												1				1					1			1	1				2	
Community Mental Health Center		1		1			1	1		1				1	1										1				1	
Psych. Residential		2		1				1	1			1	1		2	1	1	1							1					
Group Home						2	1			1		1			2		2					3	2	2					1	
Telehealth	1	1	2		1	1			1		1	3	2	2		1						1	1						1	2
Assisted Living Facility	2	1	3	4	4	2			3	3			1	1		1		3	1	1	1	2					1	1	1	1
Home	2	1	4	2	3	2	3	2		3	3	4	1		1	2	3	2			1	4	2	1	1	1	1	1		2
Office	3	1	3	6	3	1	3	1	8	10	3	3		3	4	8	2		3	5	2	1	2	1	3	2	4	5		
Inpatient Hospital	5	7	1	6	6	3	3	5	3	4	7	2	4	8	3	6	4	5	4	2	5	9	4	2	4	7	5	6		
Inpatient Psychiatric Facility	8	15	12	13	7	19	10	7	15	12	13	14	6	13	7	15	15	8	14	13	12	8	8	6	7	10	11	8		
Prison Correctional Facility	13	17	8	13	7	13	9	12	8	4	4	11	12	13	9	12	14	10	13	10	10	16	16	6	9	17	14	12		
Other Place of Service	34	21	23	29	24	21	17	16	19	15	23	15	12	18	17	18	19	25	15	21	21	11	9	7	8	21	17	22		
Emergency Room Hospital	40	35	27	37	39	41	34	37	39	41	39	36	25	29	36	45	46	47	33	46	40	31	29	27	26	32	36	36		

New COVID-19 Cases Reported Weekly per 100,000 population - 11/11/20 to 01/26/22



Total Hospitalized Adults - COVID-19 (confirmed or suspected) 7 day average



Values of 1 could be between 1 and 3 - not displayed due to privacy

181

148

	7/31/20	8/7/20	8/14/20	8/21/20	8/28/20	9/4/20	9/11/20	9/18/20	9/25/20	10/2/20	10/9/20	10/16/20	10/23/20	10/30/20	11/6/20	11/13/20	11/20/20	11/27/20	12/4/20	12/11/20	12/18/20	12/25/20	1/1/21	1/8/21	1/15/21	1/22/21	1/29/21	2/5/21	2/12/21	2/19/21	2/26/21	3/5/21	3/12/21	3/19/21	3/26/21	4/2/21	4/9/21	4/16/21	4/23/21	4/30/21	5/7/21	5/14/21	5/21/21	5/28/21	6/4/21	6/11/21	6/18/21	6/25/21	7/2/21	7/9/21	7/16/21	7/23/21	7/30/21	8/6/21	8/13/21	8/20/21	8/27/21	9/3/21	9/10/21	9/17/21	9/24/21	10/1/21	10/8/21	10/15/21	10/22/21	10/29/21	11/5/21	11/12/21	11/19/21	11/26/21	12/3/21	12/10/21	12/17/21	12/24/21	1/7/22	1/14/22	1/21/22	1/28/22	2/4/22
Prov. Everett	26	24	0	22	19	17	16	13	16	15	12	20	18	24	31	41	49	53	56	60	63	79	77	72	59	41	36	25	26	23	15	18	22	17	15	19	19	26	30	31	27	30	27	19	19	16	15	18	19	18	20	29	45	49	55	56	67	71	79	72	56	55	45	50	53	54	49	55	49	42	45	36	32	46	87	14	18		
SVH	8	10	7	4	5	1	1	1	1	1	1	6	11	19	14	17	15	12	10	7	10	10	11	12	10	9	7	6	6	4	4	1	6	1	6	8	11	8	7	6	7	9	5	1	1	1	1	1	7	12	12	18	23	29	27	18	20	22	23	13	16	18	25	21	19	18	17	18	12	13	14	18	23	36					
ST Joe	1	1	1	1	1	1	7	1	1	1	1	1	1	1	5	6	12	17	16	13	9	13	18	22	22	22	28	19	10	8	7	4	5	7	6	5	4	11	17	23	21	17	15	15	25	14	6	8	16	4	1	6	10	18	28	32	35	33	35	30	25	24	26	23	34	22	35	33	31	29	30	27	26	25	37	52	66		
Swedish Edmonds	7	8	0	9	6	5	4	5	6	5	7	6	1	7	13	15	19	20	25	31	33	25	21	16	13	12	8	9	7	4	4	5	6	8	6	7	5	7	7	8	5	1	1	1	1	5	4	1	1	6	9	11	15	18	22	16	11	7	5	8	6	8	5	6	6	8	7	1	5	1	5	14	28	27					

7

HB 1310 Data collected with LE Declines 07/11/21 to 01/22/22

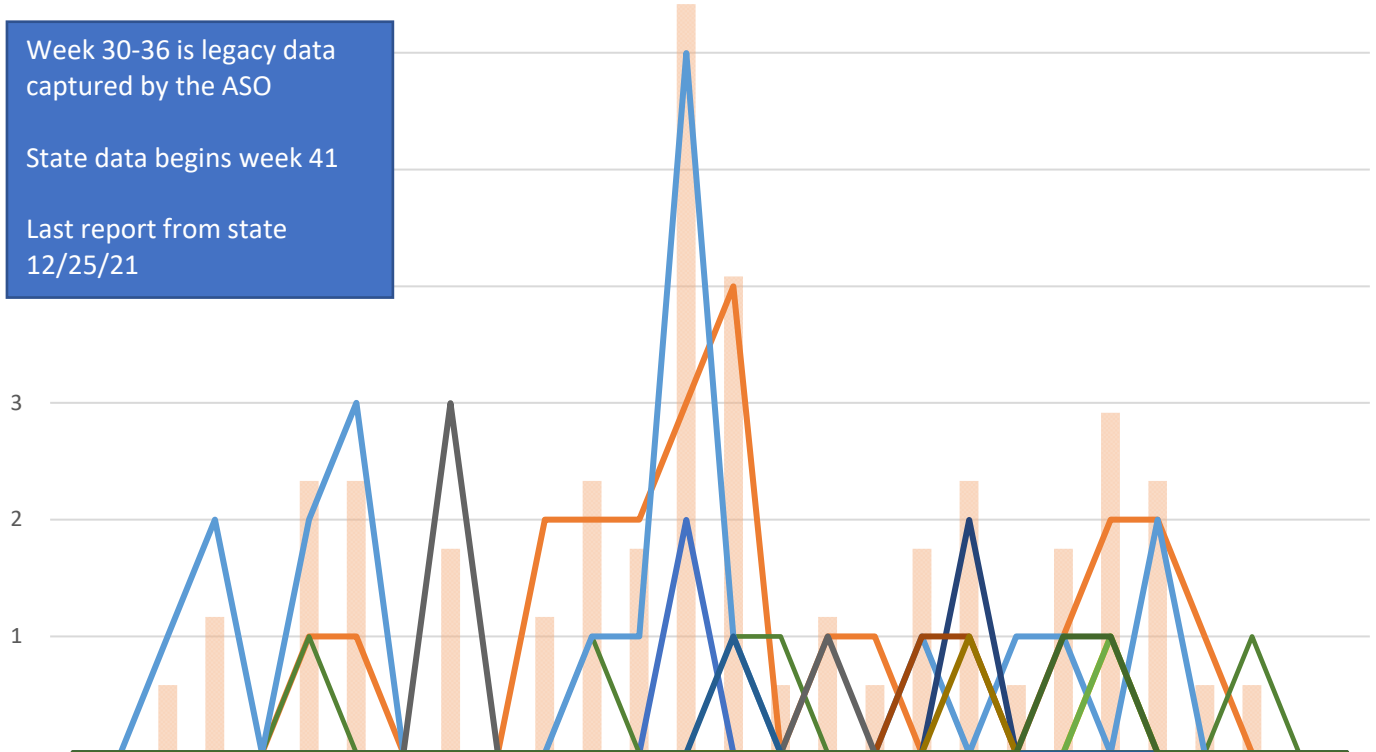
12

Week 30-36 is legacy data captured by the ASO

State data begins week 41

Last report from state 12/25/21

LE Declines



2021 week 29	2021 week 30	2021 week 31	2021 week 32	2021 week 33	2021 week 34	2021 week 35	2021 week 36	2021 week 37	2021 week 38	2021 week 39	2021 week 40	2021 week 41	2021 week 42	2021 week 43	2021 week 44	2021 week 45	2021 week 46	2021 week 47	2021 week 48	2021 week 49	2021 week 50	2021 week 51	2021 week 52	2022 week 01	2022 week 02	2022 week 03	2022 week 04
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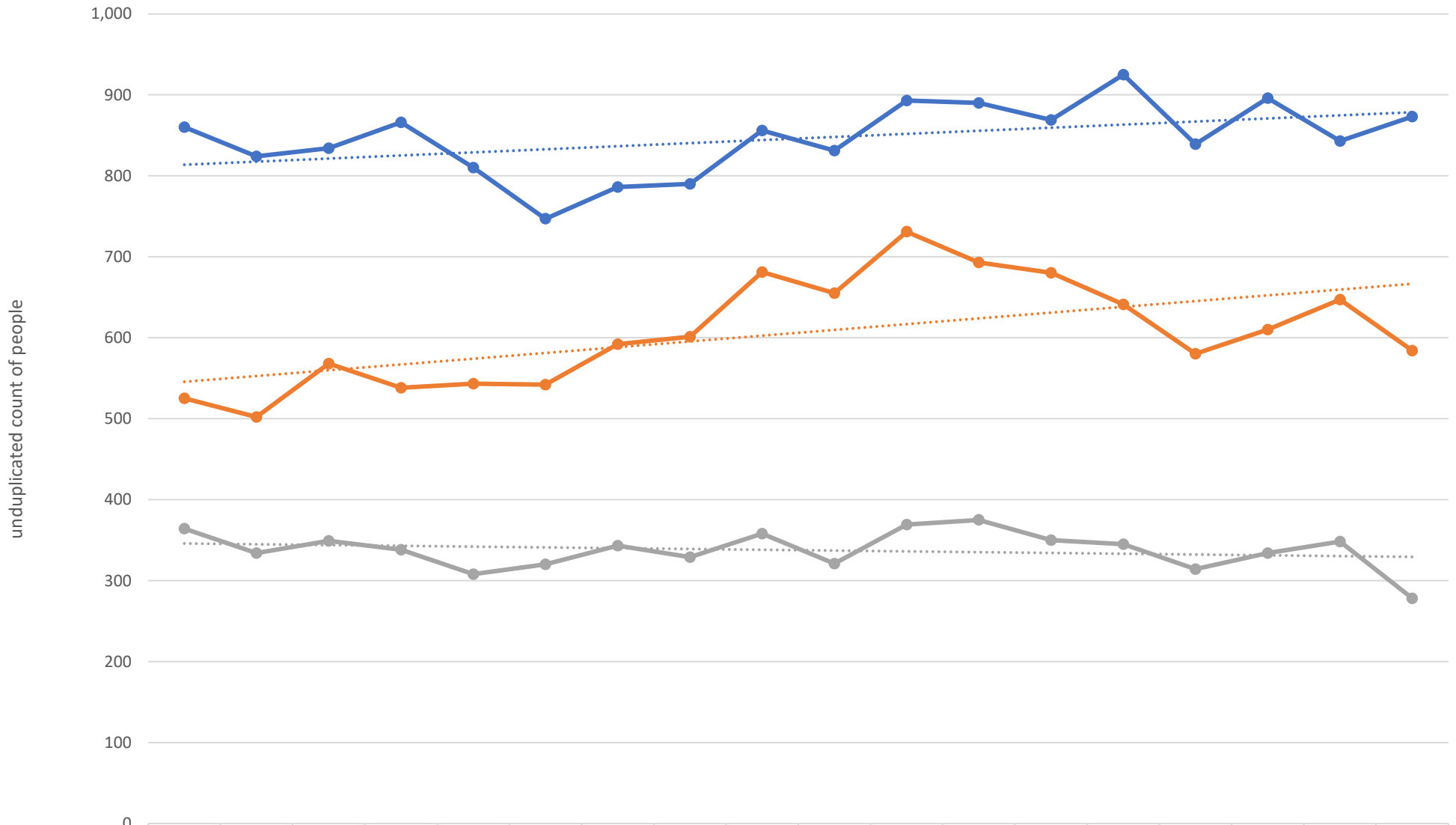
Grand Total	-	-	1	2	-	4	4	-	3	-	2	4	3	11	7	1	2	1	3	4	1	3	5	4	1	1	-	-
Marysville Police Department	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Everett Police Department	-	-	-	-	-	1	1	-	-	-	2	2	2	3	4	-	1	1	-	-	-	1	2	2	1	-	-	-
Lynnwood Police Department	-	-	-	-	-	1	-	-	-	-	-	1	-	1	1	-	-	1	-	-	-	-	-	-	-	1	-	-
Lake Stevens Police Department	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-
Snohomish County Sheriff's Office	-	-	1	2	-	2	3	-	-	-	-	1	1	6	1	-	-	-	1	-	1	1	-	2	-	-	-	-
Mukilteo Police Department	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-
(Coupeville) Island County Sheriff's Office	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
Island County Sheriff's Office	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	-	-	-	-	-	-	-	-
San Juan County Sheriff's Office	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-
Anacortes Police Department	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-
Skagit Sheriff's Office	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bellingham Police Department	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	-	-	-	-	-



North Sound Crisis System Dashboard

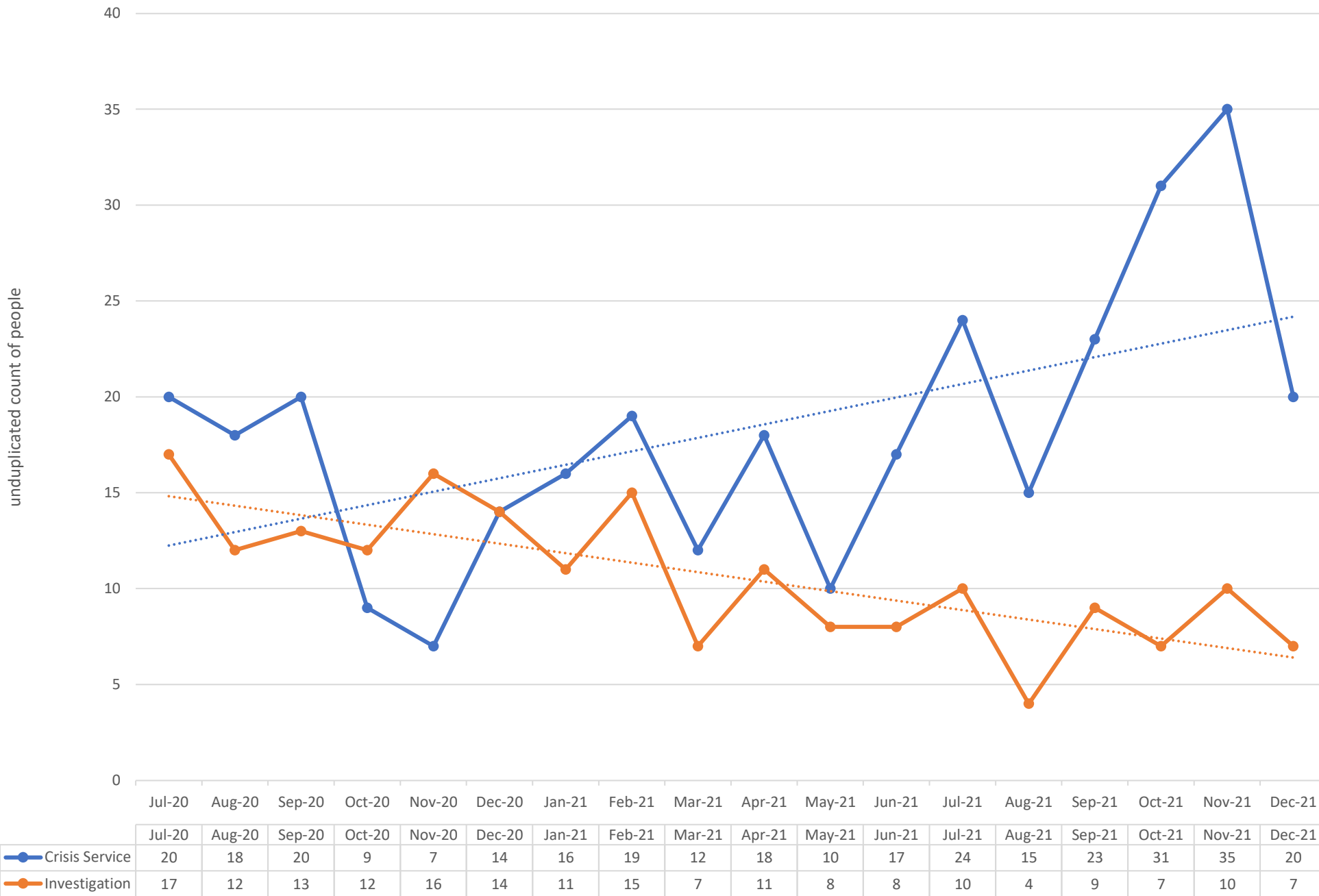
Page 2	Unduplicated People receiving a crisis system service
Page 3	Island - Unduplicated People receiving a crisis system service
Page 4	San Juan - Unduplicated People receiving a crisis system service
Page 5	Skagit - Unduplicated People receiving a crisis system service
Page 6	Snohomish - Unduplicated People receiving a crisis system service
Page 7	Whatcom - Unduplicated People receiving a crisis system service
Page 8	Region Designated Crisis Responder (DCR) Investigations
Page 9	Region DCR Investigation Referral Sources
Page 10	Region DCR Investigation Outcomes

Unduplicated People receiving a crisis system service

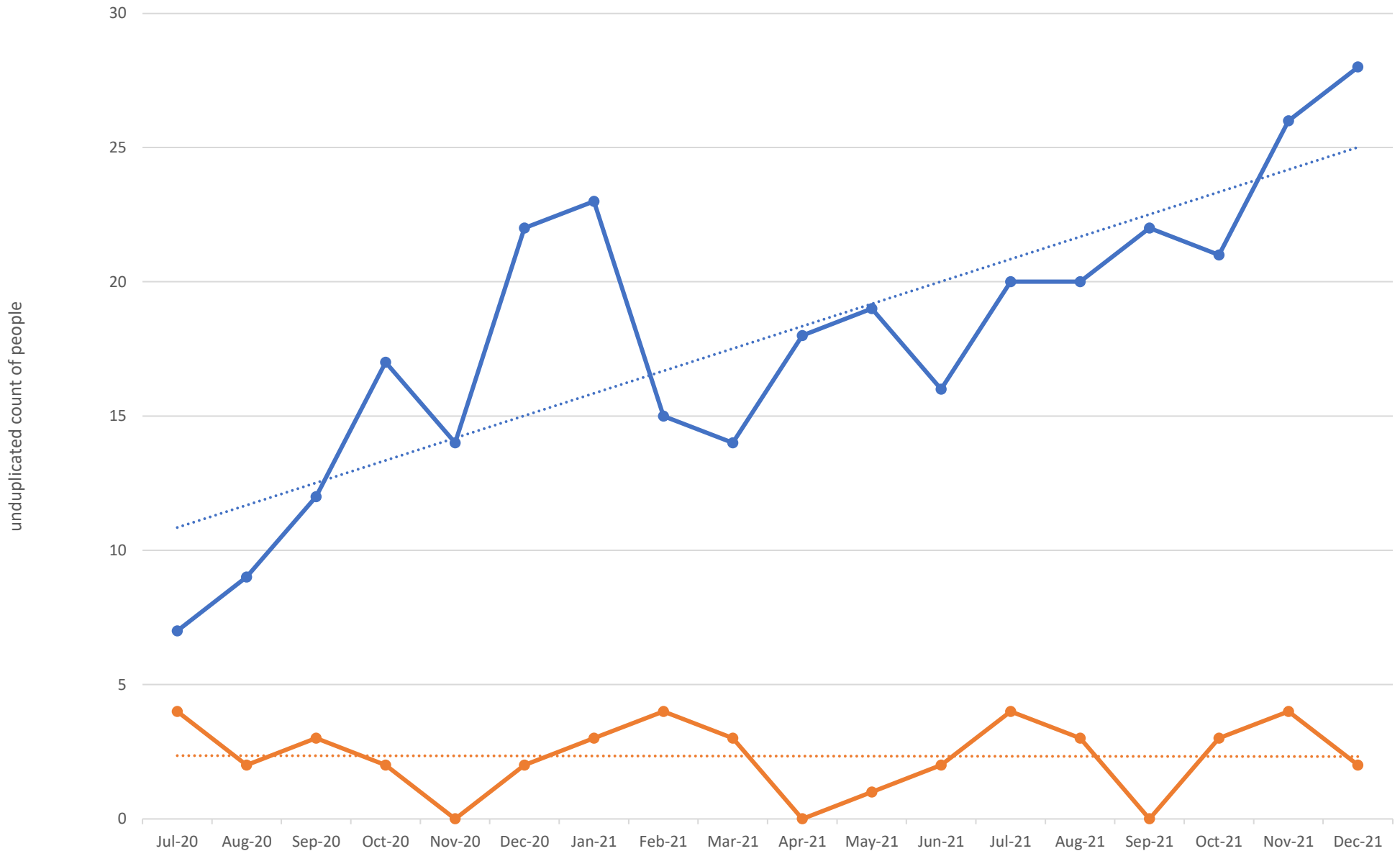


	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
● Crisis Call	860	824	834	866	810	747	786	790	856	831	893	890	869	925	839	896	843	873
● Crisis Service	525	502	568	538	543	542	592	601	681	655	731	693	680	641	580	610	647	584
● Investigation	364	334	349	338	308	320	343	329	358	321	369	375	350	345	314	334	348	278

Island - Unduplicated People receiving a crisis system service

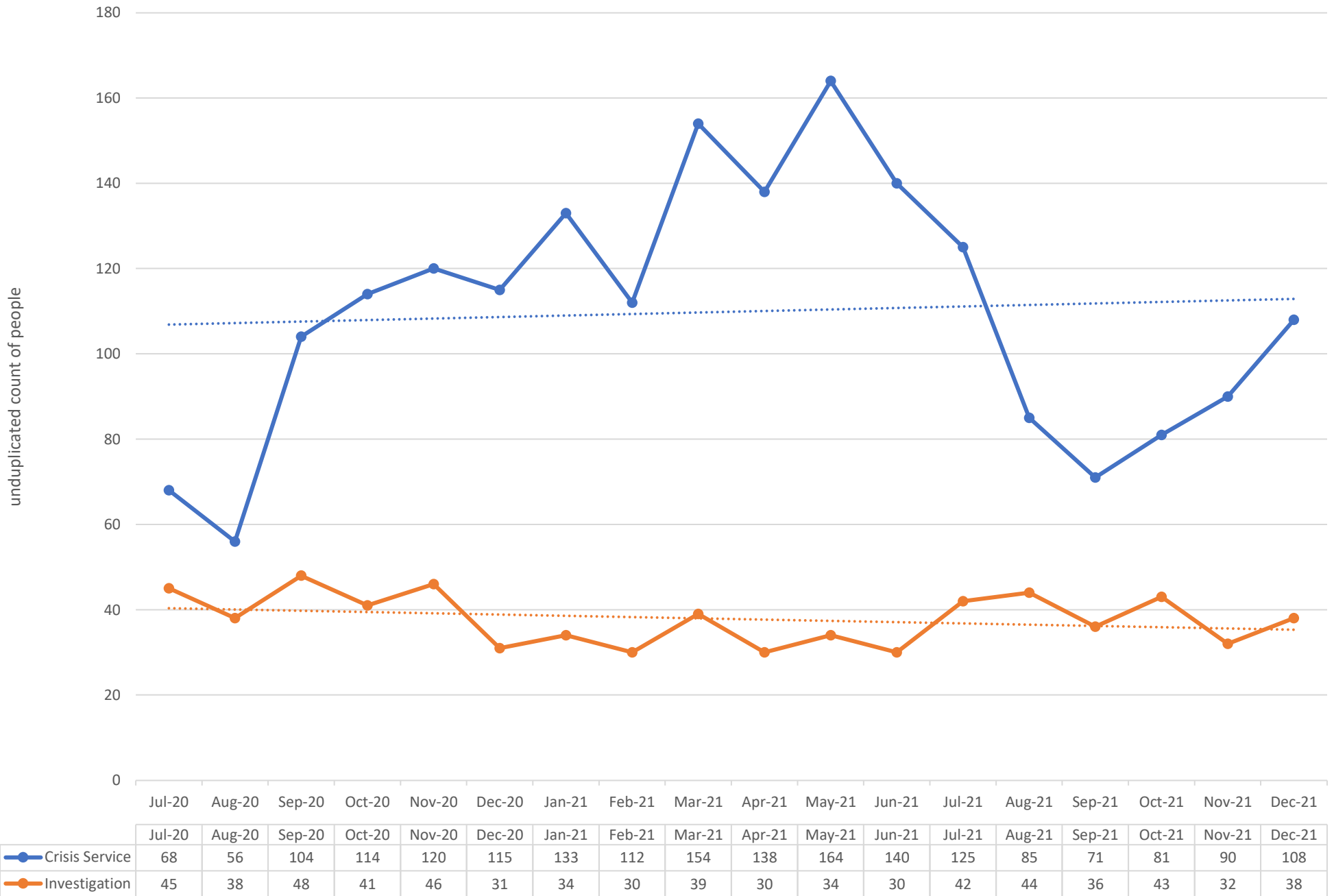


San Juan - Unduplicated People receiving a crisis system service

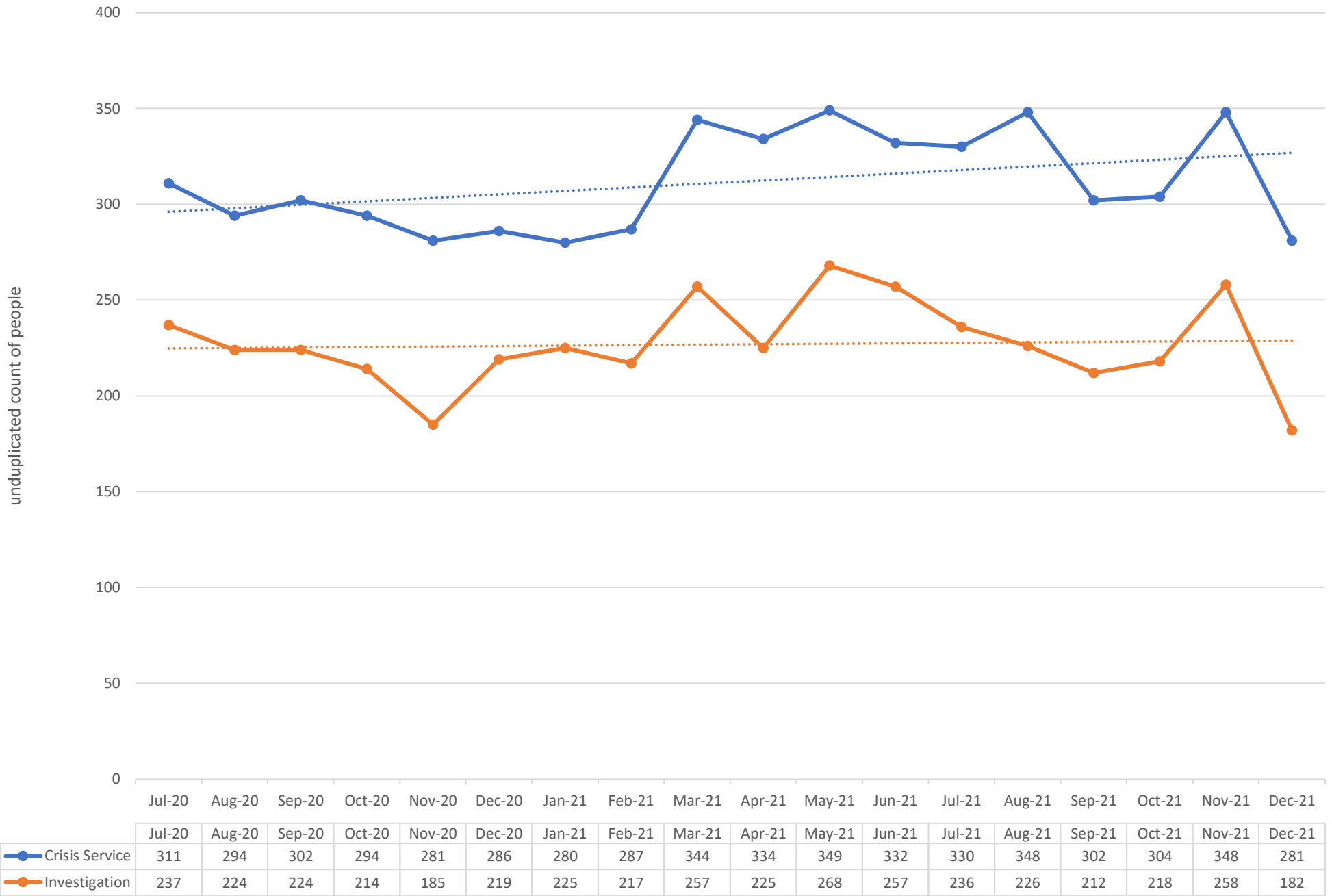


	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Crisis Service	7	9	12	17	14	22	23	15	14	18	19	16	20	20	22	21	26	28
Investigation	4	2	3	2	0	2	3	4	3	0	1	2	4	3	0	3	4	2

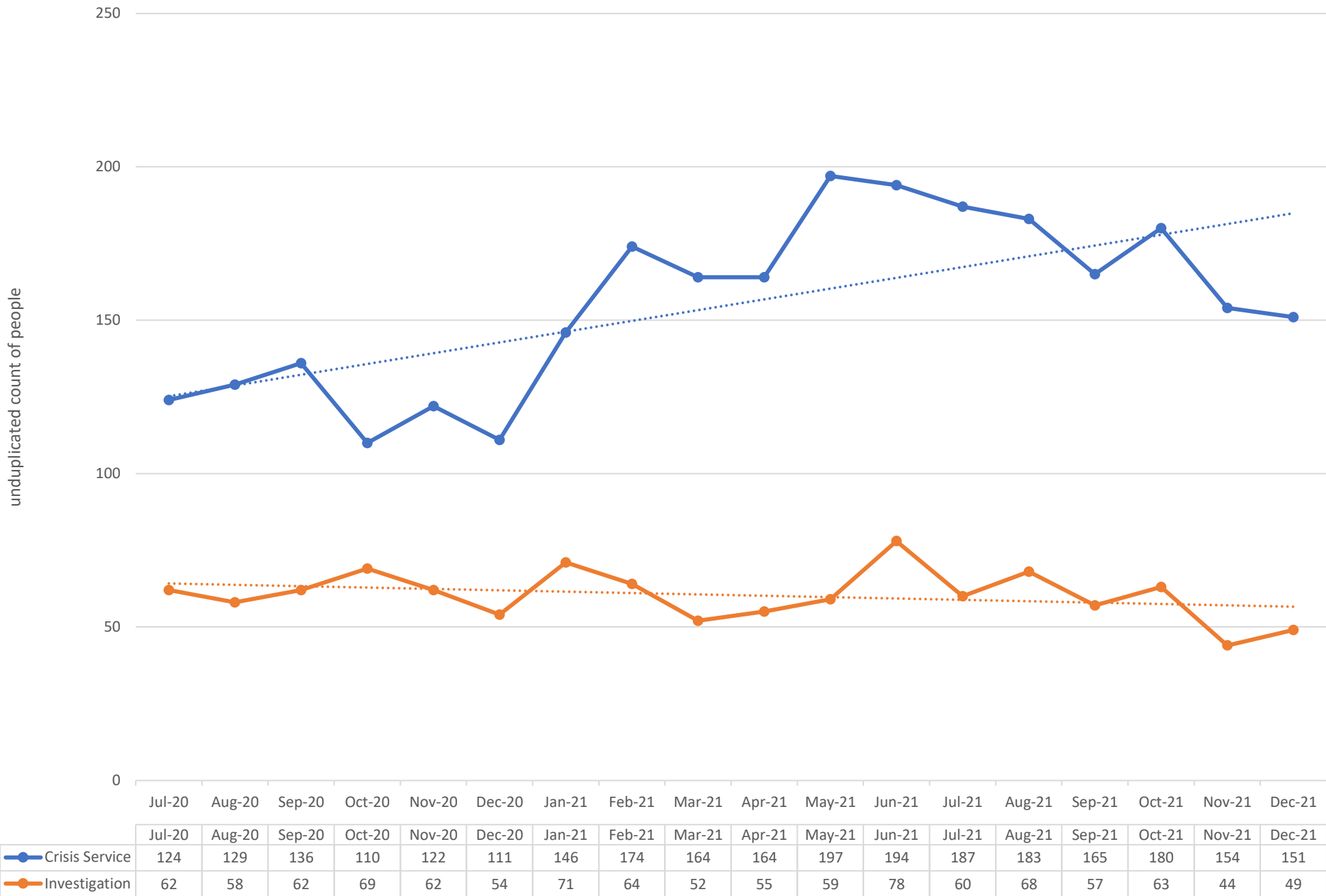
Skagit - Unduplicated People receiving a crisis system service



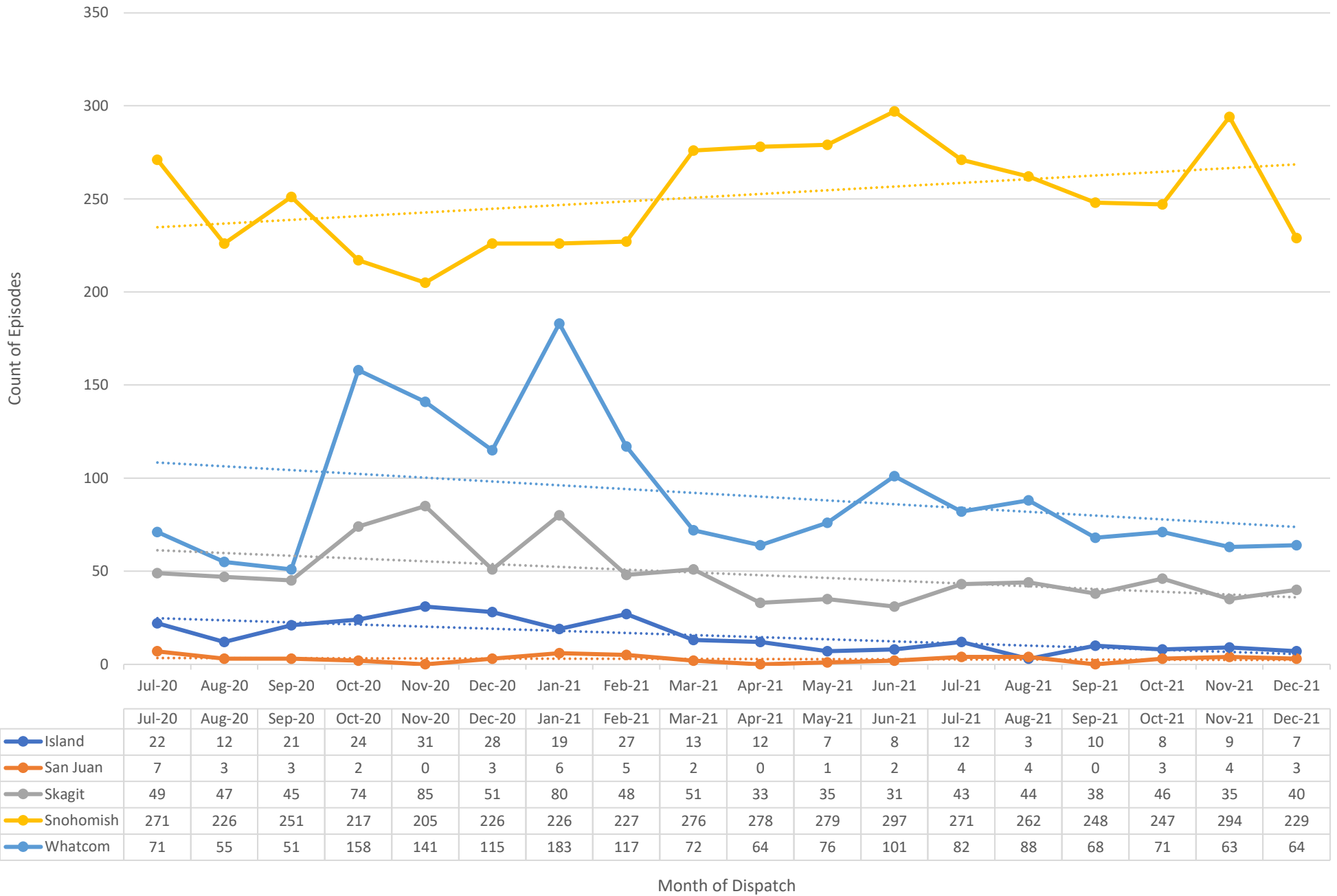
Snohomish - Unduplicated People receiving a crisis system service



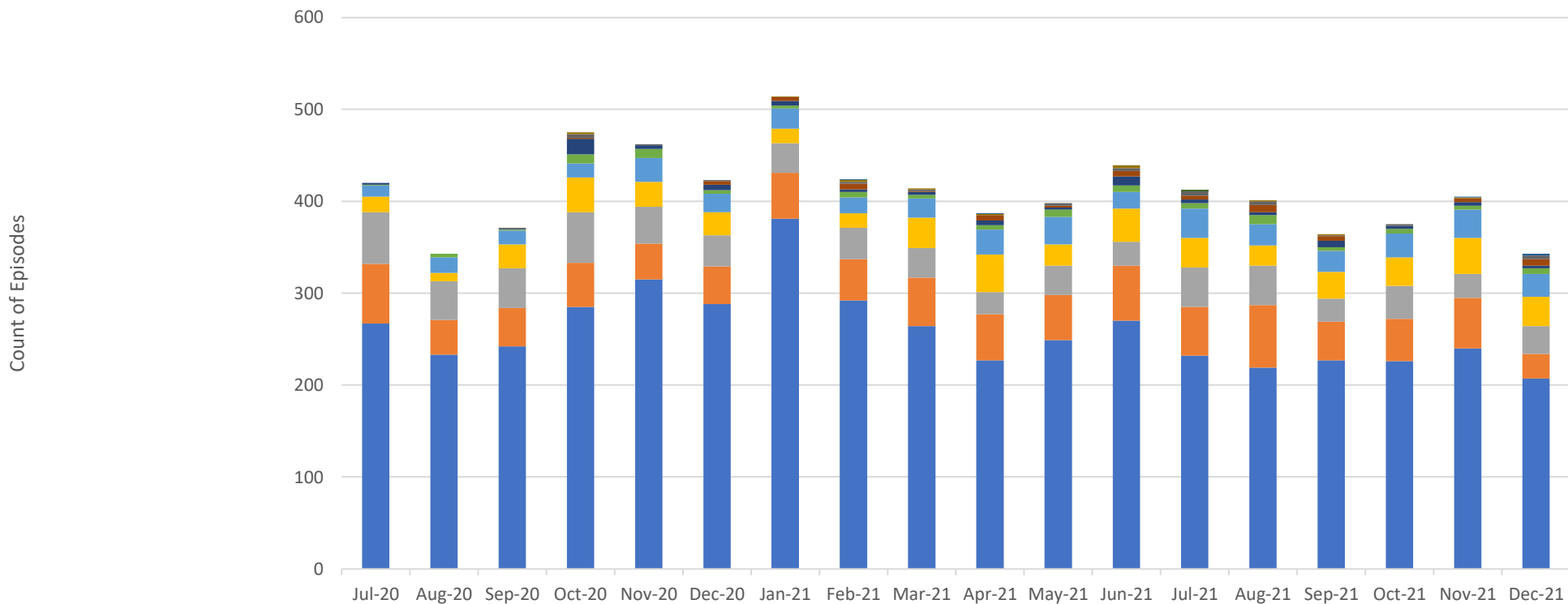
Whatcom - Unduplicated People receiving a crisis system service



Region Designated Crisis Responder (DCR) Investigations



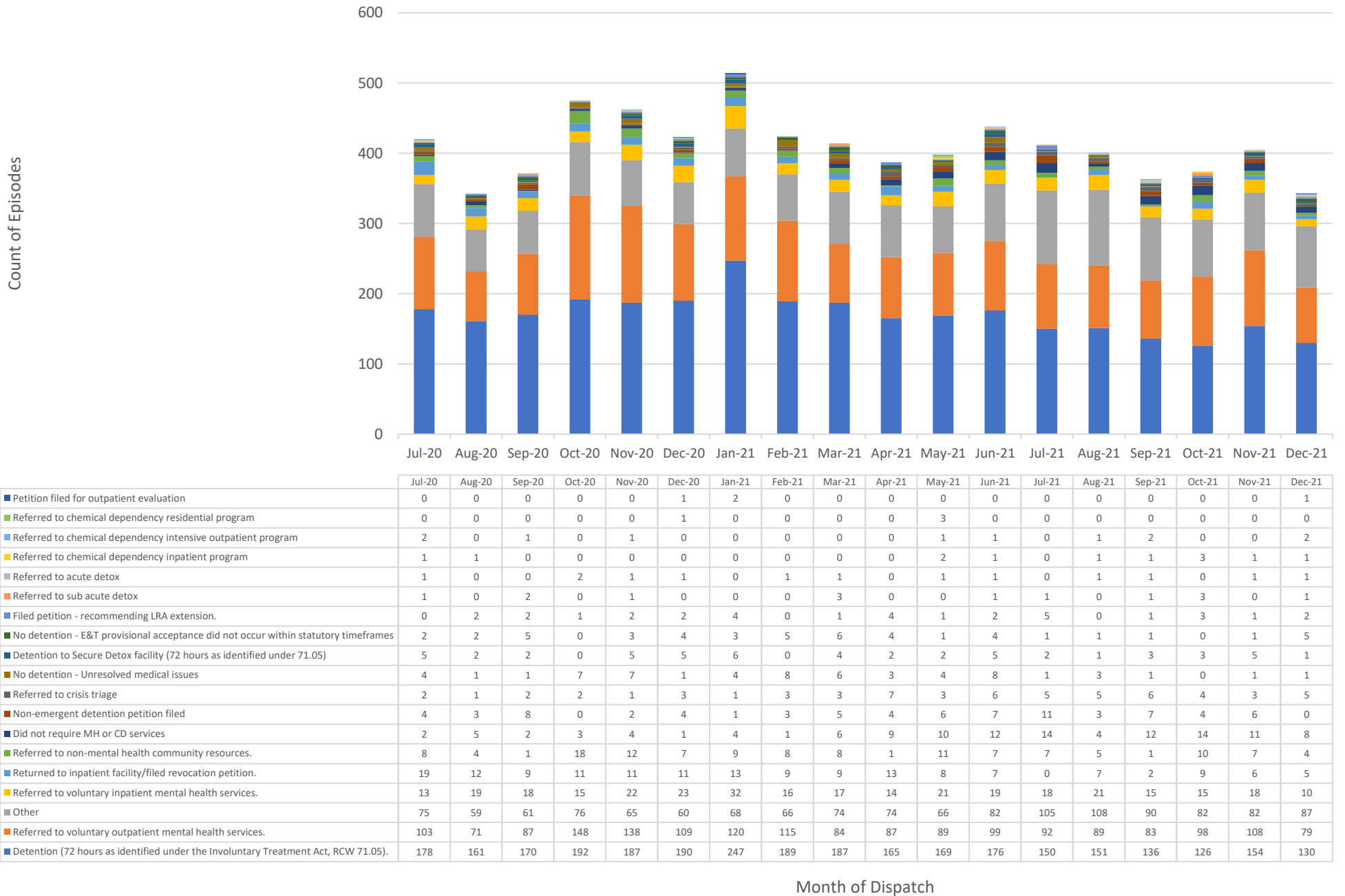
Region DCR Investigation Referral Sources



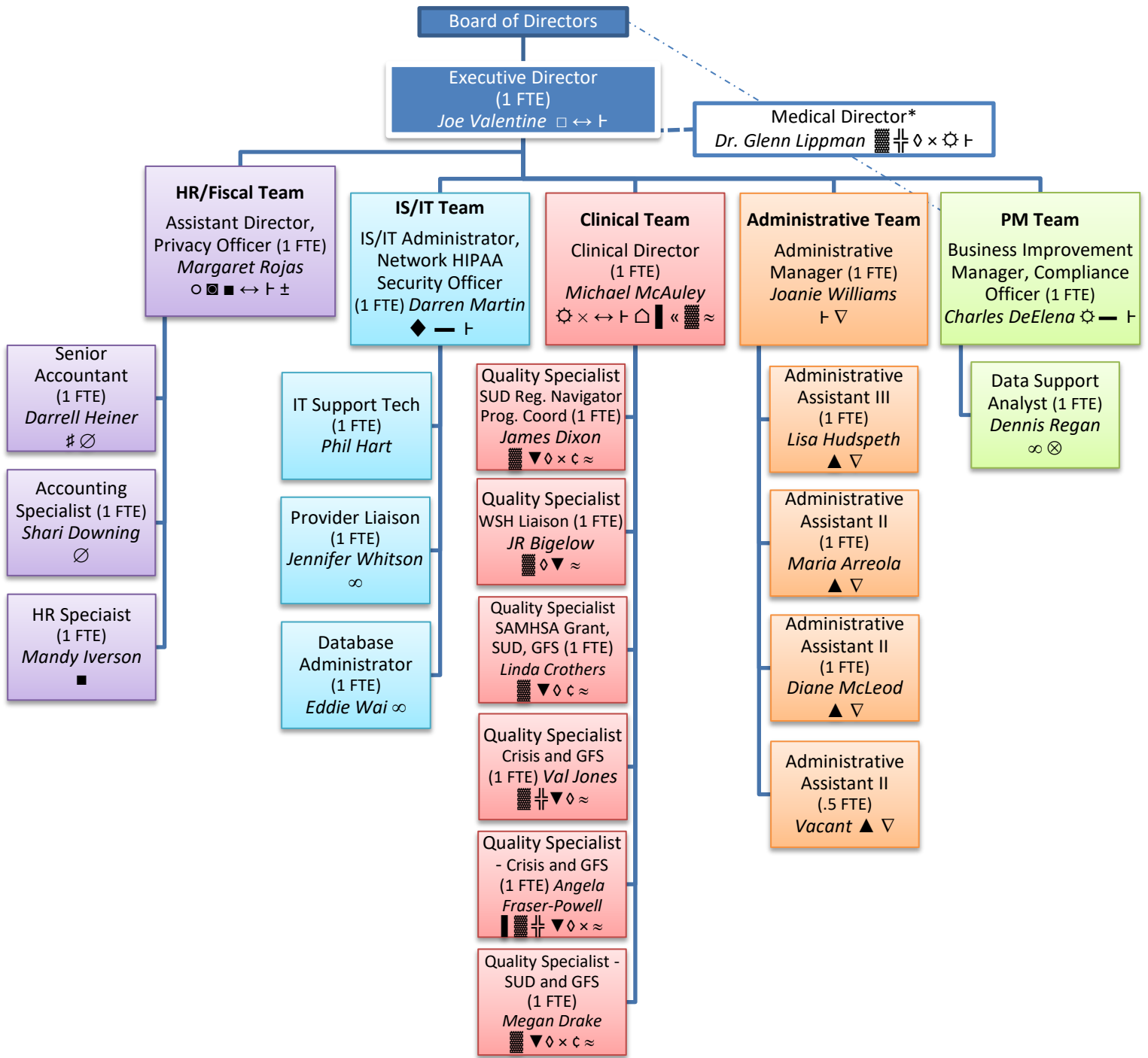
	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Impact Team Law Enforcement Referral	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
School	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	1	2
Referral from MCR to DCR	0	0	0	2	0	0	1	2	1	1	0	3	0	1	1	0	1	0
Community	0	0	1	4	1	1	0	2	2	0	3	3	5	4	1	2	0	4
Legal Representative	0	0	0	1	0	4	4	6	1	6	2	6	4	8	5	0	4	7
Social Service Provider	2	0	1	17	4	6	5	3	3	5	2	10	4	3	7	3	4	3
Care Facility	1	4	1	10	10	4	3	6	4	5	8	7	6	10	4	5	4	6
Professional	12	17	15	15	26	20	22	17	21	27	30	18	32	23	23	26	31	25
Other	17	9	26	38	27	25	16	16	33	41	23	36	32	22	29	31	39	32
Law Enforcement	56	42	43	55	40	34	32	34	32	24	32	26	43	43	25	36	26	30
Family	65	38	42	48	39	41	50	45	53	50	49	60	53	68	42	46	55	27
Hospital	267	233	242	285	315	288	381	292	264	227	249	270	232	219	227	226	240	207

Month of Dispatch

Region DCR Investigation Outcomes



2022 North Sound Behavioral Health Administrative Services Organization Org Chart



Legend	Icon	Role	Description	Icon	Role
	☪	Addictions Specialist	Customer services/information and referral: General Information and referral and overall customer service	▲	Member Services
	▽	Administrative Services	Customer services/information and referral: Specific information and referral and customer service on BH clinical services	▼	Network Development Administrator
	↔	ASO Executive Team	Data Analyst	⊗	Privacy Officer
	◇	Care Management/Care Coordination	Encounter Data Processing	∞	Program Integrity, Fraud and Abuse
	▮	Children's Specialist	Financial Reporting	⊘	Provider Relations Administrator
	#	Claims Administration	Government/Community/Tribal Liaison	☼	Quality Management
	⏏	Clinical Director	Grievances and Appeals	⊠	Staff and Provider Training
	⏏	Crisis response system, including oversight of delegation to VOA	Information Technology	⏏	Utilization/Care Management Administrator
	«	Crisis Triage Administrator	Leadership Team		

*Independent Sub-Contractor

For Board of Directors approval-

Asian American Chemical Dependency Treatment Services (ACTS)

- ACTS is a Behavioral Health Agency previously contracted with the BHO. They are a specialized outpatient provider for the American Korean population; however, they will treat anyone who wishes to access their services. They are licensed for both mental health and substance use services. ACTS reached out to the ASO inquiring of a contract for the non-Medicaid population requesting their services. This is a Fee for Service (FFS) contract, services will be paid on encounters through our data system. ACTS was a contracted provider in the BHO network.

Motion#

North Sound BH-ASO-ACTS-ICN-22 for the provision of outpatient services to individuals who are non-Medicaid. The contract term is January 1, 2022, through December 31, 2022, with an automatic one-year renewal on January 1, 2023, based on continued compliance with the terms of the contract.

Compensation Works Contract

- Compensation Works is a human resource agency specializing in compensation assessments. This agency conducted our previous survey in 2016. This is an update to the information gathered previously to the Benchmark and Benefit Assessment Survey.

Motion#

Compensation Works-North Sound BH-ASO-Benefit Assessment Contract-22 for the provision of benefit analysis of the North Sound BH-ASO. The term of the contract will expire when the assessment and analysis is completed and accepted by the North Sound BH-ASO. The maximum consideration on this contract is up to **\$20,000**.

Snohomish County Juvenile Treatment

- Snohomish County Juvenile Treatment program is a diversion program for at risk youth. The number of referrals has increased due to the Blake bill. This funding is Mental Health Block Grant funds set aside for Evidence Based Practices training and implementation of EBPs, such as Dialectical Behavior Therapy (DBT), Functional Family Therapy (FFT) and Multisystemic Family Therapy (MFT). Snohomish Superior Court has been a contractor of the BHO/ASO for several years.

Motion #

North Sound BH-ASO-Snohomish County Superior Court-19 Amendment 4 for the provision of **\$116,866** in funding to support evidence-based practices with at risk youth. The contract term is July 1, 2019, through June 30, 2022, with an automatic one-year renewal on January 1, 2022, based on continued compliance with the terms of the contract.

For Board of Directors Ratification-

Substance Abuse Block Grant (SABG)

- The Hand Up Project is a non-profit agency in Snohomish County working with individuals who are unhoused in need of housing and support. They have administered the HARPS housing subsidies in the past and are continuing to provide the services with Substance Abuse Block Grant (SABG) Funding. The funding is for a 6-month period, January – June 2022.

Motion#

North Sound BH-ASO-Hand Up Project-PSC-20 Amendment 2 for the provision of housing subsidies to unhoused individuals. The maximum consideration for this contract is \$200,000. The contract term is December 1, 2020, through June 30, 2022, with an automatic one-year renewal on July 1, 2022, based on continued compliance with the terms of the contract.

The North Sound Behavioral Health Administrative Services Organization ADVISORY BOARD BY-LAWS

ARTICLE I: PURPOSE

The purpose of the **North Sound Behavioral Health Administrative Services Organization, LLC** (North Sound BH-ASO) Advisory Board (AB) is to provide independent and objective advice to the North Sound BH-ASO Board of Directors, and local jurisdictions, county advisory boards and service providers.

Additionally, ~~it is the purpose of~~ the AB to ~~advocate~~s for a system of care that is shaped by the voices of our communities and people using behavioral health services.

~~Further, it is the AB's objective to promote the mission of Tthe North Sound BH-ASO~~ The Advisory Board promotes the North Sound BH-ASO mission :
"Empowering individuals and families to improve their health and well-being."

The North Sound BH-ASO AB is established in compliance with *Interlocal Joint Operating Agreement Establishing A Behavioral Health Administrative Services Organization for Island, San Juan, Skagit, Snohomish and Whatcom Counties* executed in July 2019, and in compliance with the provisions of *RCW, Chapters 71.24.300, 71.05, 71.24, 71.34, WAC 182-538C-0252* and Washington Health Care Authority Contract.

ARTICLE II: SCOPE

A. The responsibilities of the North Sound BH-ASO AB ~~shall be~~ are :

1. ~~To p~~Provide ~~oversight activities in order to~~ advise to the North Sound BH-ASO Board of Directors concerning the planning, delivery, and evaluation of those behavioral health crisis services which promote recovery and resilience, and which are the responsibility of the North Sound BH-ASO.
2. ~~To p~~Provide ~~a medium for~~ public testimony regarding behavioral health concerns which are the responsibility of the North Sound BH-ASO. The AB will, upon request, cover the cost of an individual's transportation to appear before the AB to give testimony.
3. ~~To r~~Revuew and provide comment on all North Sound BH-ASO Strategic Plans, Quality Assurance Plans, and Service Delivery Plans and Budgets, which relate to behavioral health and contracted services, before such plans and budgets are acted on by the North Sound BH-ASO Board of Directors.
4. ~~To c~~Collaborate Collaborating with providers, County Coordinators,

~~payors and others to address identified gaps or barriers to services and to support and advocate for service sustainability within the North Sound region. To advocate for a BH-ASO regional coordinated approach to behavioral health services delivery to ensure services are meeting regional care needs.~~

~~4.~~

5. ~~the goal is advocacy~~ **Advocating** for the needs of all individuals within the region to be met (including, but not limited to, the needs of people with special needs, elderly people, disabled people, children/youth, Native Americans, people who identify as Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ), and people with low incomes, within the crisis service plans established by the North Sound BH-ASO Board of Directors.
6. ~~We s~~**Supporting** the North Sound BH-ASO Mission, Vision and Values: We endeavor to cultivate cultural humility in attempting to understand the world view of the persons and communities we serve. We commit to working to reduce institutionalized racism and reduced related disparities in health care.
7. ~~To e~~**C**onduct site visits to service providers, hospitals and other community programs. Site visits are designed to provide North Sound BH-ASO AB members with first-hand information so that AB members might make informed recommendations to the North Sound BH-ASO Board of Directors. In person visits may **temporarily** be suspended due to health or safety reasons **or establish a virtual alternative to in person site visits:**
8. ~~To a~~**Assist the** North Sound BH-ASO with dissemination of information to the general public and the North Sound BH-ASO Board of Directors for the purpose of advocacy and education.
9. ~~To p~~**Perform** such other duties as the North Sound BH-ASO Board of Directors and Washington State Health Care Authority may require.
10. ~~To e~~**C**reate opportunities to empower community members through participation in activities/projects to reduce stigma associated with behavioral health.
11. ~~To e~~**Encourage me****Members are encouraged** to educate themselves about the changes in the behavioral health services needs and emerging practices to be an informed voice in our community.

~~12.1. To advocate for a BH-ASO regional coordinated approach to behavioral health services delivery to ensure services are meeting regional care needs.~~

B Limitations of Responsibilities:

~~a) 1. Although AB members are encouraged to be active in their community on an individual basis the AB member will not give the impression they are representing the Board or representing the NS BH ASO publicly with out express written permission. No AB member shall give the impression they are representing the Board without express written permission. Permission must be authorized by a majority vote of the AB, and by the North Sound BH ASO staff liaison to the AB.~~

~~a) b) No AB member shall give the general public the impression they are representing North Sound BH ASO, as all AB members serve only in an advisory capacity to North Sound BH ASO.~~

e)b) 2. No AB members ~~will not shall~~ interact with regional contractors as an authoritative representative of the AB without express written permission. Permission must be authorized by a majority vote of the AB, and by the North Sound BH-ASO staff liaison to the AB.

e)c) 3. AB members ~~shall will~~ immediately bring concerns regarding a North Sound BH-ASO contract or North Sound BH-ASO staff, or refer any individual who voices a concern regarding a North Sound BH-ASO contract or North Sound BH-ASO staff, to the Chair of the AB, and/or to the North Sound BH-ASO staff liaison to the AB.

e)d) 4. AB members ~~shall will~~ refer any individual with questions or concerns regarding North Sound BH-ASO policies or resource management to the Executive Director of North Sound BH-ASO (or his/her designated representative) for action.

e)e) 5. Failure to adhere to these by-laws may result in administrative action to remove that member from the AB (see ARTICLE ~~X IX.~~, below).

ARTICLE III: MEMBERSHIP

1. The North Sound BH-ASO AB shall consist of twenty-six (26) members representing the five counties that make up the region, and eight (8) regional Tribal members, as follows:

Island County	Four (4)
San Juan County	Three (3)
Skagit County	Four (4)
Snohomish County	Nine (9)
Whatcom County	Six (6)
County Subtotal	Twenty-Six (26)

Advisory Board Total Thirty-Four (34)

2. Each representative from each county and each regional tribal member shall have one vote.
3. Length of term is limited three years per term for time served, per each advisory board member. Multiple terms may be served see [Article IV, 7] by a member if the advisory board rules allow it. verbiage from [WAC 182-538C-0252.]

4. Fifty-one percent (51%) [WAC 182-538C-0252], of the North Sound BH-ASO AB membership will be comprised of persons with lived experience and parents and guardians of persons experiencing and/or are in recovery from a behavioral health disorder, and retired professionals, (1) representative from each county being an individual with lived experience. A rRrepresentative from law enforcement shall be a member of the board. When the BH-ASO is not a function of county government, the AB must include no more than four county elected officials.

4.5.

- 5.6.5. The North Sound BH-ASO AB will make reasonable efforts to ensure membership is broadly representative of the demographic character of the region and of the ethnicity and broader cultural aspects of individuals beingserved.

6. The members of the North Sound BH-ASO Advisory Board (AB) may have an AB member who serves on the Board and is employed by a subcontractor agency. The person shall not be an owner nor have a controlling interest in the subcontractor's company nor be a member of a senior management of the subcontractor's company. A person who works for an agency shall recuse themselves on potential conflicts of interest. Any conflict of interest must be explicitly declared by the AB member.

In accordance with applicable local, state and federal laws, rules and/or regulations governing the operations of the North Sound BH-ASO, and in accordance with the North Sound BH-ASO Conflict of Interest Policy 4515.00 Advisory Board Representation and with the North Sound BH-ASO Conflict of Interest Policy 3010.00.-

~~6. The members of the North Sound BH-ASO Advisory Board (AB) may have an AB member who serves on the Board and is employed by a subcontractor agency. The person shall not be an owner nor have a controlling interest in the subcontractor's company nor be a member of a senior management of the subcontractor's company. A person who works for an agency shall recuse themselves on potential conflicts of interest. Any conflict of interest must be explicitly declared by the AB member.~~

~~7.1. When the BH-ASO is not a function of county government, the AB must include no more than four county elected officials.~~

ARTICLE IV: APPOINTMENT

1. County is to notify North Sound BH-ASO AB liaison of their support of the applicant.
- ~~2.~~ 2. North Sound BH-ASO AB liaison is to coordinate communication with applicant to attend at least 1 to 2 AB meetings. This is to ensure the Board is the appropriate platform to meet the advocacy needs of the applicant.
3. The applicant will have the opportunity to speak on their interest in serving on the AB and meet AB members.
4. After applicant has attended at least 1 to 2 AB meetings, the county or North Sound BH-ASO AB liaison is to communicate with applicant to pursue official appointment.
5. If applicant wants to pursue official appointment, applicant will be requested to attend the next AB meeting for an official AB vote. North Sound BH-ASO AB liaison will notify the county of the vote outcome to either pursue or not pursue official appointment. County will send the official appointment letter to the North Sound BH-ASO AB liaison.
6. If the AB is not in favor of applicants' membership, the Chair of the AB will write a letter to the county notifying of the AB objections.
7. North Sound BH-ASO AB liaison will notify the county of AB member ending term date. The county is to contact the AB member for re appointment confirmation. The county is to notify the North Sound BH-ASO AB liaison of re appointment status. County is to send North Sound BH-ASO AB staff the official re appointment letter notifying re appointment of a three-year term.

ARTICLE V: OFFICERS

1. The officers of the North Sound BH-ASO AB ~~shall include only~~ are a Chair and a Vice- Chair.
2. The term of office ~~held by the~~ for Chair and ~~by the~~ for the Vice-Chair ~~shall be is~~ one (1) year, served from 1 January until 31 December, following election in the previous calendar year.
- ~~3. The Chair and the Vice-Chair can each be re-nominated, and re-elected, an additional two (2) times, serving no more than three (3) consecutive years. The Chair may be re-nominated, and re-elected, an additional two (2) times, to serve a total of no~~

~~more than three (3) consecutive years. As well, the Vice Chair may be re-nominated, and re-elected, an additional two (2) times, to serve a total of no more than three (3) consecutive years. Elections for the Chair and for the Vice-Chair shall be held concurrently during the last meeting of the AB in each calendar year. Elections will always be preceded by the nomination process noted below (see ARTICLES V:2 and V:3, and VI:4). Nominations will be opened at the third to last (October) AB meeting and will close at the second to last (November) meeting. The names of nominated candidates for the position of Chair and for the position of Vice-Chair must be submitted directly to the chair of the Nominating Committee, and not to its members, by the end of the day of the second to last meeting of the calendar year prior to the year in which they would assume their positions.~~

1. ~~4. Nomination Process begins annually in October, ending with AB elections at the December meeting.~~
 - ~~a. Executive Committee creates ad hoc Nominating Committee. (See Article VI, 4)~~
 - ~~b. Nominees for Chair and for Vice-Chair are submitted directly to the Nominating Committee Chair and/or through the AB Liaison, beginning with the October AB meeting through the date of the November AB meeting. Members may contact the Nominating Chair independently, following annual and instructions accommodating for use of current technology when applicable.~~
 - ~~c. All board members are eligible to serve if in good standing and on the board for a minimum of six (6) months, excluding the current Chair and/or Vice if they are completing a third (3rd) consecutive term in that office. (See Article V, 3.)~~
 - ~~d. Eligible members may nominate themselves or other eligible board members.~~
 - ~~e. In addition, the Nominating Committee can nominate other candidates deemed worthy.~~
 - ~~f. Nominating Committee Chair presents the slate of nominees who are willing and eligible to serve at the November AB meeting.~~
- ~~4.3. When in-person meetings of the AB are not possible due to health or safety issues, the nomination of potential candidates for either Chair or Vice Chair will be submitted by email or phone call to the Chair of the Nominating Committee and/or the AB Liaison who will forward nominations to the Chair of the Nominating Committee to keep the process confidential.~~
2. ~~5. Election Process occurs at the December AB meeting with the announcement of an elected Chair and Vice Chair for the following year.~~
 - ~~a. Each member is allowed one vote for the Chair and for the Vice-Chair.~~
 - ~~b. Voting occurs in-person at the December AB meeting or with accommodating instructions for virtual/hybrid meetings.~~
 - ~~c. AB Liaison collects the votes, presenting the votes to the recused Nominating Committee for tally.~~
 - ~~d. In the event of a tie, the Nominating Chair directs the board members for a subsequent vote.~~
- ~~5. Any current member of the AB may submit their own name, or the name of another member, directly to the chair of the Nominating Committee (see~~

~~Article VI:4); and the Nominating Committee may submit the name of any current member of the AB whom the Committee believes to be a suitable candidate, but who was not otherwise nominated. Nominees must be current members of the AB who has actively served on the AB for a minimum of 6 months. When in-person meetings are not occurring due to health or safety issues, any current member who wishes to nominate any eligible member and/or themselves will follow process noted above.~~

~~4.~~

~~6.5.~~ 6. All nominees for the offices of Chair and Vice-Chair will be voted on by the Advisory Board at the final (December) meeting of the AB. Immediately following the vote; the Nominating Committee will recuse themselves and count the votes. In the circumstances of AB meetings occurring virtually, to ensure a confidentiality voting will occur by email ballot sent to each eligible board member. Votes will be sent back to the AB Liaison, who will forward votes to Nominating Chair for completion of process with the Nominating Committee. Outcome will be announced by the Chair of the Nomination Committee in the December meeting If there is a tie for either office, the Nominating Committee members will declare the tie and the AB will vote once again. This process will continue until the chair of the Nominating Committee is able to announce the new AB Chair and new AB Vice-Chair for the next calendar year.

ARTICLE VI: COMMITTEES

1. Standing committees of the North Sound BH-ASO AB ~~shall~~are be:
 - ~~a) The Executive-Finance Committee, and~~
 - ~~b) The Nominating Committee~~
2. The Executive-Finance Committee ~~shall~~ consist of the Chair, Vice-Chair, plus a ~~maximum~~minimum of three (3) other AB members appointed by the Chair. Efforts ~~will be made~~ to ensure that at least one member of the Executive-Finance Committee has experience and/or understanding of financial management, and at least one member has lived experience with a substance use disorder (SUD) and or mental health lived experience.
- ~~3.~~ The Executive-Finance Committee ~~shall~~may convene to hear pressing matters of business ~~which that might~~ may arise during the interval between regularly scheduled AB meetings. The committee will review and make recommendations regarding all AB fiscal expenditures. Any decision made by the Executive Committee ~~shall~~will be subject to the ratification of the full Board at its next regularly scheduled meeting. The Executive-Finance Committee shall review the by-laws once each calendar year for the purpose of amending them if necessary.
- ~~4.~~ ~~Members of the Nominating Committee, and its chair, shall be appointed by the Executive-Finance Committee at the third to last (October) AB meeting of each calendar year. Membership in the Nominating Committee is to be limited to 3 or 5 people (to avoid deadlocked voting). The Nominating Committee members~~

~~and chair will be announced to the full AB immediately following on the same day.~~

- 5.3. The Chair may establish and appoint members to Ad-Hoc Committees, as the need arises.

ARTICLE VII: MEETINGS

1. The North Sound BH-ASO AB ~~shall~~ meet~~s~~ at least ten (10) times each year at a date and time mutually agreeable to the members of that Board. Any regularly scheduled meeting may be canceled at the discretion of the Chair.
2. Special meetings may be called by the Chair, as needed, and/or as requested by a minimum of one (1) member from each of three (3) of the five (5) counties which are party to the North Sound BH-ASO, by contacting the Chair. Special meetings shall be called within five (5) working days of the request, following notice of at least forty- eight (48) hours to all members of the AB.
3. Use of Technology for Attendance
 - a) ~~Although~~ ~~†~~ The level of “engagement” — via social interaction, hearing and comprehension — can be limited when using the ~~Go To Meeting~~ technology (or a North Sound BH-ASO identified substitute) in lieu of *physically* attending the North Sound BH-ASO AB meetings, any or all AB members representing San Juan County are allowed to use the *Go To Meeting* technology (or a North Sound BH-ASO identified substitute) for any and all meetings of the AB, due to the difficulty of, and time required for, travel. AB members from all other counties (Whatcom, Skagit, Snohomish and Island) are encouraged to meet in-person when possible, however will be allowed to use the “Go To Meeting” technology (or a North Sound BH-ASO identified substitute) when in-person meetings are not possible given health or safety constraints.
 - ~~b) Physical a~~ Absences from AB meeting will be considered “excused” if the AB Chair and/or the North Sound BH-ASO liaison ~~to the AB deem(s) the absence to be so are notified prior to the meeting. The AB member who intends to be absent must contact the AB Chair, and/or the North Sound BH ASO staff liaison to the AB, prior to the meeting at which the AB member will not be in attendance.~~
 - ~~b)~~
 - c) Additionally, The AB Chair may use ~~the use of the Go To Meeting~~ technology, ~~(or a North Sound BH ASO identified substitute),~~ at

~~any time in lieu of physical attendance by any or all AB members, or for a special meeting by the AB when call by the Chair when a Special Meeting of the AB is called by the Chair as stipulated in Article VII (2) above.~~

4. Committee meetings shall be held at the discretion of the Committee Chair.
5. Robert's Rules of Order shall be used as an informal guideline for formal meetings of the North Sound BH-ASO AB and committees, insofar as the *Rules* do not conflict with, or are not inconsistent with, the provisions of these By-Laws.
6. The Board shall comply with the *State of Washington Open Public Meetings Act (RCW 42.30)*.

ARTICLE VIII: QUORUM

1. The presence of at least fifty ~~- one~~ percent (51%) of the appointed representatives to the AB, ~~and with~~ at least three (3) of the five (5) counties which are party to North Sound BH-ASO, ~~shall~~ constitutes a quorum of the North Sound BH-ASO AB.
2. A quorum of the Executive Committee ~~shall~~ exists when a simple majority of the Executive Committee members are present.
3. Members of the AB who attend via digital conferencing (byphone or any other allowable technological means), ~~will~~ be counted as *present* in determining the constitution of a quorum.

ARTICLE IX: RESIGNATION/TERMINATION/~~Dismissal~~

1. Following two unexcused absences of a North Sound BH-ASO Advisory Board (AB) member, from AB meetings, the Chair of the AB will *informally* contact the absentee member to ascertain whether the member is willing and able to continue serving on the AB.
2. Following (3) *unexcused* absences from the North Sound BH-ASO Advisory Board (AB) meetings in a single calendar year, whether consecutive or non-consecutive, ~~and/or the AB member indicates he/she will not be able to attend regularly~~ the AB Chair will formally recommend (in writing) to both the absent member and to the County Coordinator that the absent member ~~resigns~~ from the AB, and that another representative from the same county be appointed by the County Coordinator to represent that county as a replacement member of the AB.
3. Resignations can be received in writing or verbally to the AB Chair, North Sound BH-ASO AB liaison or County Coordinator. The county will send North

Sound BH-ASO AB liaison an official resolution letter informing of the AB members resignation.

4. Members of the North Sound BH-ASO AB, by virtue of their appointment to the AB, agree to adhere to the *Advisory Board Guiding Principles*. AB members will adhere to the *Advisory Board Guiding Principles* in their interactions with all other AB members, with the community, and with North Sound BH-ASO staff. The AB Chair will work to ensure that all AB members will be given an opportunity to participate in discussions during AB meetings.
5. Failure to adhere to the *Advisory Board Guiding Principles* may result in a recommendation for that member's dismissal from the AB.

5.

ARTICLE X: DISMISSAL FROM THE ADVISORY BOARD

Dismissal from the AB will be undertaken in the following manner:

- a. Any member of the AB in attendance at a Board meeting at which an alleged violation of the *Guiding Principles* occurs may bring a 'complaint' regarding another member's behavior to the AB Chair, and/or to the North Sound BH-ASO staff liaison.
- b. ~~The AB Chair will explore the complaint with the complaining member of the AB. to assess the AB, who, upon discussion with the complaining member of the AB, and upon assessment of the~~ validity of the complaint,
- ~~1. c. The AB Chair will then bring the complaint to the Exec will then bring the complaint to the Executive~~ Committee of the AB, and, upon decision by the members of the Executive Committee, will *then* bring the complaint to the entire AB as a written motion.
- 2.1. D. A simple majority vote of the AB will be required to formally reprimand ("censure"), and/or recommended dismissal of the violating member from the AB.
2. ~~The formal reprimand ("censure") and/or dismissal will be presented by the AB Chair, following the meeting at which the AB voted for such, to the Executive Director of the North Sound BH-ASO (or his/her designated representative) for action.~~
3. e. In the event the Executive Committee recommends a dismissal, the AB Chair will formally notify in writing both the dismissed AB member and the county coordinator of the dismissal action.



DRAFT

North Sound Behavioral Health Advisory Board
Bylaws

Empowering individuals and families to improve their health and well-being

ARTICLE I: PURPOSE

The purpose of the **North Sound Behavioral Health Administrative Services Organization, LLC** (North Sound BH-ASO) Advisory Board (AB) is to provide independent and objective advice to the North Sound BH-ASO Board of Directors, and local jurisdictions, county advisory boards and service providers.

Additionally, the AB advocates for a system of care that is shaped by the voices of our communities and people using behavioral health services.

The AB promotes the North Sound BH-ASO mission: “Empowering individuals and families to improve their health and well-being.”

The North Sound BH-ASO AB is established in compliance with *Interlocal Joint Operating Agreement Establishing a Behavioral Health Administrative Services Organization for Island, San Juan, Skagit, Snohomish, and Whatcom Counties* executed in July 2019, and in compliance with the provisions of *RCW, Chapters 71.24.300, 71.05, 71.24, 71.34, WAC 182-538C-0252* and Washington Health Care Authority Contract.

ARTICLE II: SCOPE

A. The responsibilities of the North Sound BH-ASO AB are:

1. Provide advice to the North Sound BH-ASO Board of Directors concerning the planning, delivery, and evaluation of those behavioral health crisis services which promote recovery and resilience, and which are the responsibility of the North Sound BH-ASO.
2. Provide public testimony regarding behavioral health concerns which are the responsibility of the North Sound BH-ASO. The AB will, upon request, cover the cost of an individual’s transportation to appear and give testimony.
3. Review and provide comment on all North Sound BH-ASO Strategic Plans, Quality Assurance Plans, and Service Delivery Plans and Budgets which relate to behavioral health and contracted services before such plans and budgets are acted on by the Board of Directors.

4. Collaborate with providers, County Coordinators, payors, and others to address identified gaps or barriers to services, service sustainability within the North Sound region, and advocate for the BH-ASO regional coordinated approach to behavioral health services delivery to ensure services are meeting regional care needs.
5. Advocate for the needs of all individuals served by the crisis service plans established by the North Sound BH-ASO Board of Directors. Individuals include, but are not limited to, Native Americans, people with special needs, those with low income, and people with disabilities regardless of age group, gender, sexual identity, race, or ethnicity.
6. Support of the North Sound BH-ASO Mission, Vision and Values: “We endeavor to cultivate cultural humility in attempting to understand the world view of the persons and communities we serve. We commit to working to reduce institutionalized racism and reduced related disparities in health care”.
7. Conduct site visits to service providers, hospitals, and other community programs. Site visits are designed to provide North Sound BH-ASO AB members with first-hand information, so that AB members might make informed recommendations to the North Sound BH-ASO Board of Directors. AB in-person visits may temporarily be suspended due to health or safety reasons, or the AB may establish a virtual alternative to in person site visits.
8. Assist North Sound BH-ASO with dissemination of information to the general public and the North Sound BH-ASO Board of Directors for the purpose of advocacy and education.
9. Perform such other duties as the North Sound BH-ASO Board of Directors and Washington State Health Care Authority may require.
10. Create opportunities to empower community members through participation in activities/projects to reduce stigma associated with behavioral health.
11. Encourage AB members to educate themselves about the changes in the behavioral health service needs and emerging practices to be an informed voice in our community.

B. Limitations of Responsibilities:

1. AB members are encouraged to be active in their community on an individual basis. The AB member will not give the impression they are representing the AB or representing the North Sound BH-ASO publicly without express written permission.
2. AB members will immediately bring concerns regarding a North Sound BH-ASO contract or North Sound BH-ASO staff, or refer any individual who voices a concern regarding a North Sound BH-ASO contract or North Sound BH-ASO staff, to the Chair of the AB, and/or to the North Sound BH-ASO AB Coordinator.
3. AB members will refer any individual with questions or concerns regarding North Sound BH-ASO policies or resource management to the Executive Director of North Sound BH-ASO (or his/her designated representative) for action.
4. AB members who fail to adhere to these by-laws may result in administrative action for removal of said member from the AB (see ARTICLE IX.).

ARTICLE III: MEMBERSHIP

1. The North Sound BH-ASO AB shall consist of twenty-six (26) members representing the five (5) counties that make up the region, and eight (8) regional Tribal members, as follows:

Island County	Four (4)
San Juan County	Three (3)
Skagit County	Four (4)
Snohomish County	Nine (9)
Whatcom County	Six (6)
County Subtotal	Twenty-Six (26)
Tribes	Eight (8)
Advisory Board Total	Thirty-Four (34)

2. Each representative from each county and each regional tribal member shall have one (1) vote.
3. Length of term is limited three (3) years per term for time served,

per each advisory board member. Multiple terms may be served see (Article IV.7). (WAC 182-538C-0252)

4. Fifty-one percent (51%) of the North Sound BH-ASO AB membership will be comprised of persons with lived experience, or parents, guardians, or family members of persons experiencing and/or living in recovery from a behavioral health disorder.
5. AB members additionally Includes representation from law enforcement; Tribal representation, upon request of the tribe; and may include no more than four county elected officials as members of the AB as the BH-ASO is not a function of county government.
6. The North Sound BH-ASO AB will make reasonable efforts to ensure membership is broadly representative of the demographic character of the region and of the ethnicity and broader cultural aspects of individuals being served.
7. North Sound BH-ASO Advisory Board (AB) may have an AB member who is employed by a subcontractor agency. The person shall not be an owner nor have a controlling interest in the subcontractor's company nor be a member of a senior management of the subcontractor's company. A person who works for a subcontractor's company will recuse themselves on potential conflicts of interest. Any conflict of interest must be explicitly declared by the AB member.
8. Membership requirements are in accordance with applicable local, state, and federal laws, rules and/or regulations governing the operations of the North Sound BH-ASO, and in accordance with the North Sound BH-ASO Conflict of Interest Policy 3010.00, and with the North Sound BH-ASO Advisory Board Representation Policy 4515.00.

ARTICLE IV: APPOINTMENT

1. County is to notify North Sound BH-ASO AB Liaison (AB Liaison) of their support of an applicant.
2. AB Coordinator is to coordinate communication with applicant to invite her/him to attend at least 1 to 2 AB meetings. This is to ensure the AB is the appropriate platform to meet the advocacy needs of the applicant.
3. The applicant will have the opportunity to speak on their interest in serving on the AB and meeting AB members.

4. After applicant has attended at least 1 to 2 AB meetings, County or AB Coordinator to communicate with applicant to pursue official appointment.
5. If applicant wants to pursue official appointment, applicant will be requested to attend the next AB meeting for an official AB vote. AB Coordinator will notify County of the vote outcome to either pursue or not pursue official appointment. County will send the official appointment letter to the AB Coordinator.
6. If the AB is not in favor of applicant's membership, the AB Chair will write a letter to County notifying of the AB objections.
7. AB Coordinator will notify the county of AB member ending term date, and County will contact the AB member for appointment confirmation. The county is to notify the AB Coordinator of re-appointment status. County is to send AB Coordinator the official re-appointment letter notifying re-appointment of a three (3) year term.

ARTICLE V: OFFICERS

1. The officers of the North Sound BH-ASO AB are a Chair and a Vice-Chair.
2. The term of office for Chair and for Vice-Chair is one (1) year, served from 1 January until 31 December, following election in the previous calendar year.
3. The Chair and the Vice-Chair can each be re-nominated, and re-elected, an additional two (2) times, serving no more than three (3) consecutive years
4. Nomination Process begins annually in October, ending with AB elections at the December meeting.
 - a. Executive Committee creates ad hoc Nominating Committee. (See Article VI.1a, 2.).
 - b. Nominees for Chair and for Vice-Chair are submitted directly to the Nominating Committee Chair and/or through the AB Coordinator, beginning with the October AB meeting through the date of the November AB meeting. Members may contact the Nominating Chair independently, following annual instructions and accommodating for use of current technology, when applicable.
 - c. All board members are eligible to serve if in good standing and on the board for a minimum of six (6) months, excluding the

- current Chair and/or Vice if they are completing a third (3rd) consecutive term in that office (See Article V.3.).
- d. Eligible members may nominate themselves or other eligible board members.
 - e. AB Nominating Committee can nominate other candidates for officers.
 - f. Nominating Committee Chair presents the slate of nominees who are willing and eligible to serve at the November AB meeting.
5. Election Process occurs at the December AB meeting with the announcement of an elected Chair and Vice Chair for the following year.
- a. Each member is allowed one vote for the Chair and for the Vice-Chair.
 - b. Voting occurs in-person at the December AB meeting or with accommodating instructions for virtual/hybrid meetings.
 - c. AB Coordinator collects the votes, presenting the votes to the excused Nominating Committee for tally.
 - d. In the event of a tie, the Nominating Chair directs the board members for a subsequent vote.

ARTICLE VI: COMMITTEES

1. The Executive Committee is the only standing committee of the North Sound BH-ASO AB.
- a. The Executive Committee consist of the Chair, Vice-Chair, plus a minimum of three (3) other AB members appointed by the Chair. Efforts are made to ensure that at least one (1) member of the Executive Committee has experience and/or understanding of financial management, and at least one (1) member has lived experience with a substance use disorder and/or mental health lived experience.
 - b. The Executive Committee may convene to hear pressing matters of business that might arise during the interval between regularly scheduled AB meetings.
 - c. The Executive Committee reviews and makes recommendations regarding all AB fiscal expenditures, bringing those in need of ratification to regularly scheduled AB meetings.

- d. The Executive Committee reviews the by-laws once each calendar year for the purpose of amending them if necessary.
2. The Chair may establish and appoint members to Ad-Hoc Committees, as the need arises.

ARTICLE VII: MEETINGS

1. The North Sound BH-ASO AB meets at least ten (10) times each year at a date and time mutually agreeable to the members. Any regularly scheduled meeting may be canceled at the discretion of the Chair.
2. Special meetings may be called by the Chair, as needed, and/or as requested by a minimum of one (1) member from each of three (3) of the five (5) counties which are party to the North Sound BH-ASO, by contacting the Chair. Special meetings shall be called within five (5) working days of the request, following notice of at least forty-eight (48) hours to all members of the AB.
3. Use of Technology for Attendance
 - a. AB will support meetings in several formats, i.e.: in-person, via phone or other technology (NSBH-ASO identified) ensuring access for all member's participation in the processes associated with meetings, planning activities, advocacy and/or legislative outreach.
 - b. AB members will contact the Chair and/or the AB Liaison in advance of the meeting that he/she will not be able to attend for an absence to be considered excused.
 - c. Additionally, AB Chair may use technology at any time in lieu of physical attendance for a special meeting.
4. Robert's Rules of Order shall be used as an informal guideline for formal meetings of the North Sound BH-ASO AB and committees, insofar as the Rules do not conflict with, or are not inconsistent with, the provisions of these By-Laws.
5. The Board shall comply with the State of Washington Open Public Meetings Act (RCW 42.30).

ARTICLE VIII: QUORUM

1. A quorum for AB meetings exists with the presence of at least fifty-one percent (51%) of the appointed representatives, representing at least

three (3) of the five (5) counties party to the North Sound BH-ASO.

2. A quorum of the Executive Committee exists when a simple majority of the Executive Committee members are present, with at least one elected member, i.e., the AB Chair or the Vice Chair.
3. Members of the AB who attend via digital conferencing (by phone or any other allowable technological means) will be counted as *present* in determining the constitution of a quorum.

ARTICLE IX: RESIGNATION/TERMINATION/DISMISSAL

1. Following two (2) unexcused absences of a North Sound BH-ASO AB meeting, the Chair of the AB will *informally* contact the absentee member to ascertain whether the member is willing and able to continue serving on the AB.
2. Following three (3) unexcused absences from the AB meetings in a single calendar year, whether consecutive or non-consecutive, and/or the AB member indicates he/she will not be able to attend regularly, the Chair will formally recommend (in writing), to both the absent member and to the County, that the absent member resigns from the AB. Additionally County will be asked to identify another representative from the same county be appointed as a replacement for resigning AB member, following process outlined in Article IV.
3. Resignations can be received in writing or verbally to the AB Chair, the AB Coordinator or County. County will send AB Coordinator an official resolution letter informing of the AB member's resignation.
4. AB members, by virtue of their appointment to the AB, agree to adhere to the *Advisory Board Guiding Principles* in their interactions with all other AB members, with the community, and with North Sound BH-ASO staff. The AB Chair will work to ensure that all AB members are given an opportunity to participate in discussions during AB meetings.
5. Failure to adhere to the *Advisory Board Guiding Principles* may result in a recommendation for that member's dismissal from the AB. Dismissal from the AB will be undertaken in the following manner:
 - a) Any member of the AB in attendance at AB meetings at which an alleged violation of the *Guiding Principles* occurs may bring a 'complaint' regarding another member's behavior to the AB Chair, and/or to the North Sound BH-ASO staff liaison.
 - b) The AB Chair will explore the complaint with the complaining member of the AB to assess validity of the complaint. The AB Chair will then bring the complaint to the AB Executive Committee.

- c) A simple majority vote of the AB Executive Committee will be required to formally recommend dismissal of the violating member from the AB.
- d) In the event the Executive Committee recommends a dismissal, the AB Chair will formally notify (in writing) the dismissed AB member and County of the dismissal action.

DRAFT

2022 Pre-Meetings, Site Visits, Conferences and Legislative Visits

Date	Pre-Meeting Topics	Note
January		
February		
March	North Sound Youth and Family Coalition	Val Jones
April		
May	Regional Navigator Program	James Dixon
June	Crisis Services System - Lessons Learned	
July	<i>Summer Recess - No Pre-Meeting</i>	
August	New Program Updates	
September		
October	House Bill 1310	
November	MCO Board Representation Update	
December	Holiday Potluck - TBD	
	PPW - Evergreen Recovery	
	MAT - PDOA	
	Board of Directors - Elected Officials	
	Snohomish County Opioid Outreach Program	
Date	Site Visits	Note
TBD	Denny Juvenile Justice Center - Everett	
TBD	Ituha Stabilization Facility - Oak Harbor	
TBD	Mukilteo Evaluation and Treatment Facility - Mukilteo	
TBD	Whatcom County Crisis Stabilization - Bellingham	
Date	Advocacy	Note
December 30, 2021,		
January 5, 2022	Held on virtual Zoom platform	
Date	Conferences	Location
June	WA Behavioral Healthcare Conference	TBD
October	WA State Co-Occuring Disorders and Treatment Conference	TBD
Legend		
Salmon	Completed	
Green	Available topics to schedule - Not Completed	
Yellow	Non pre-meeting training month	



North Sound BH-ASO DREI Maturity Assessment *Report Out*

ADVISORY BOARD | FEBRUARY 2022

MICHELLE M. OSBORNE, J.D. & ASSOCIATES, LLC

Michelle M. Osborne, J.D. & Associates, LLC

Expectations for Today

- This is a **report out**, not training or work session
- There will be room for comments and questions at the end
- Findings represent **preliminary considerations**
- Sample sizes are small in total and in break outs
- Yet, when findings are taken in totality, they *can* reveal *possible opportunities*
- Insights may be revised, refined, and/or enhanced as time goes on
- Insights will inform the DREI interviews, functional interviews and strategic planning

Our “Inside Out” Theorem

We believe race equity work must begin within the organization in order to authentically deliver racially equitable services.

It is a win-win-win situation for the people who receive services, the people who provide the services, and the organization.

Racism is...

“ ...the marriage of racist **policies** and racist **ideas** that produce and normalize racial inequity.”

"A **racist policy**

is any measure that produces or sustains **inequity** between racial groups. "

"A **racist idea**

is any idea that suggests one racial group is **inferior or superior** to another group in anyway."



Professor Ibram X. Kendi, PhD
Center for Antiracist Research
Boston University
MacArthur Fellow



Antiracist Lens to Review the Findings

- **Equity** is more than a number, having the right people goes a long way
- Diversity can not automatically address antiracist policies and ideas
- **Diversity** can not create equity
- **History** and trends must be explored, not be ignored
- **Tokenism** is not diversity
- “One” can be a lonely number (a lot of pressure to “represent”)

Antiracist Lens for Social Services



- Cultural **competency** is important
- Awareness of increased **demographic complexity** is critical
- Importance of building **organizational capacity** to work with diverse populations
- Working through our own **biases** is vital
- Community **trust** is everything
- Productive **empathy** is more powerful than “sympathy”
- Client’s self-efficacy is central to sustained outcomes
- Issue spotting is important, **fixing** is more important
- Developing antiracist policies and ideas is **not a “one and done” effort**

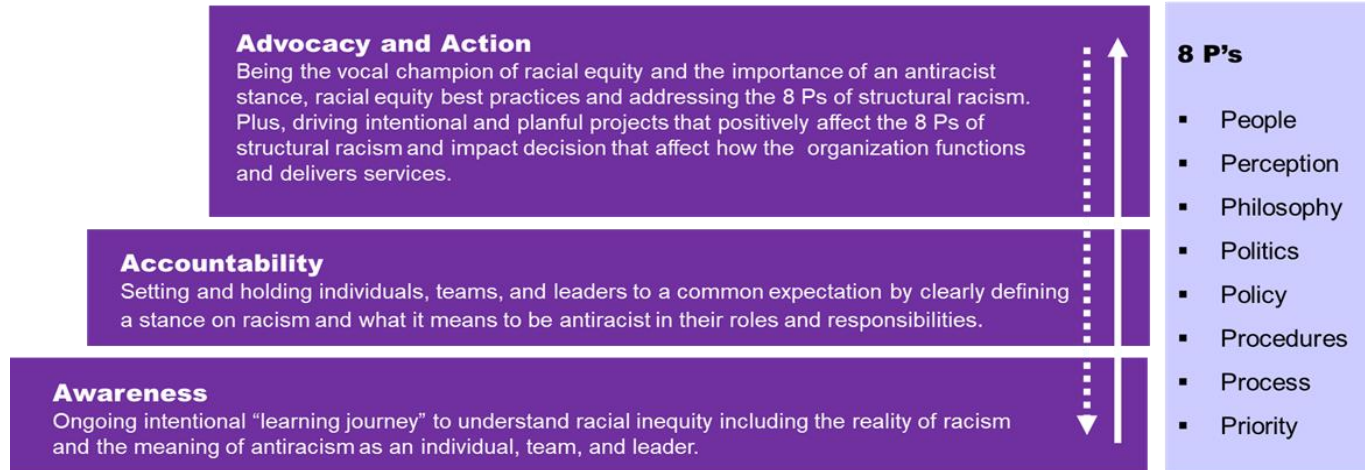
The Equity in Behavioral Health

- Behavioral health challenges can affect “anyone” at any time
- **Bias**, an aspect of racism, **can create even greater behavioral health impacts**
 - **Access** and **outcomes** for those who need the services
 - Work culture and employee’s **ability to thrive**

DREI Maturity Survey Objectives

1. Gain insight into the **current state** of diversity, racial equity and inclusion at NS BH-ASO as input to the 3-year Racial Equity Strategic Plan
2. Identify the **opportunities to advance** in your....

Journey Toward Antiracism



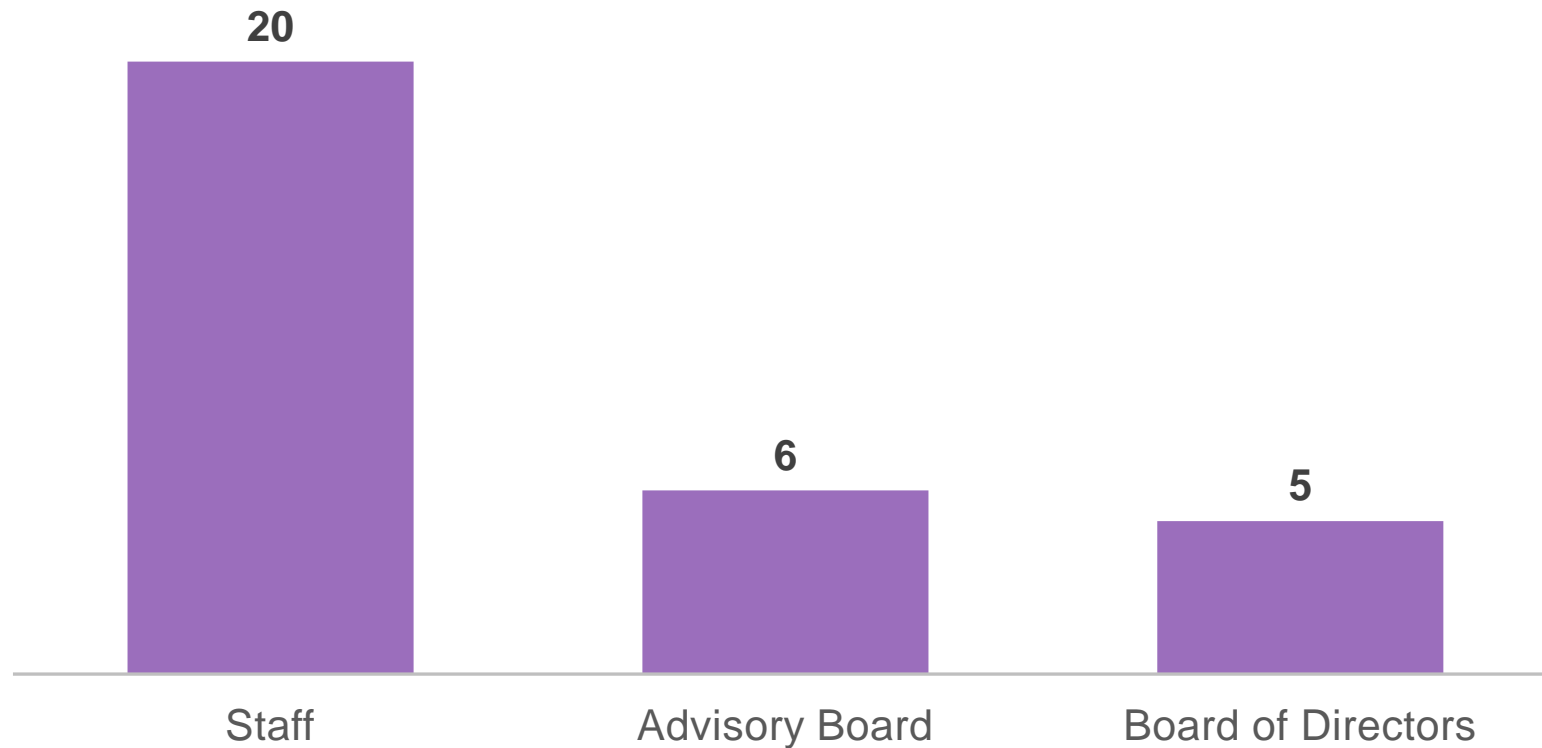
Kaleidoscope Leadership Institute™ * DREI = Diversity, Racial Equity, Inclusion



Initial DREI Maturity Survey Parameters

- Constructed as an **anonymous** survey
- Results may be used in a **normative** fashion
- No individual or company data will be identifiable
- Data stored In a **password protected** digital space
- No emails, IP addresses and/or geolocation data are identified in the responses.

Survey Respondent Break Out



N = 31
survey
respondents
were not
required to
answer each
question

Survey Response Rate

	Total	Respondents	Response Rate
Staff	23	20	87%
Board	11	5	45%
Advisory	<u>18</u>	<u>6</u>	<u>33%</u>
TOTAL	52	31	60%

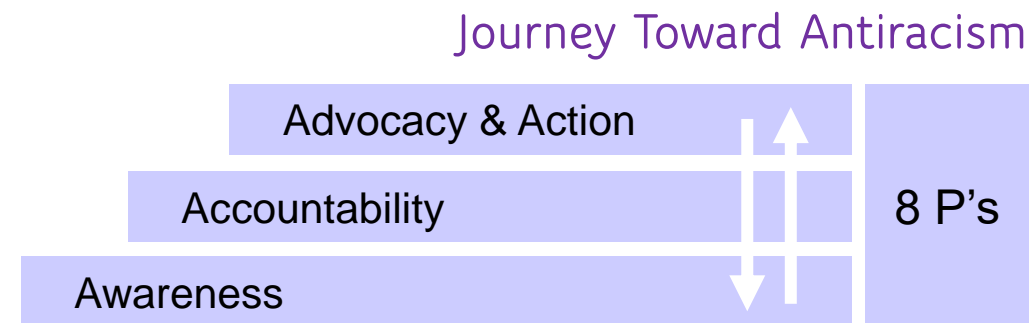
N = 31
survey respondents were not required to answer each question.

Opportunities to Facilitate the Journey Toward Antiracism

Awareness

Based on the findings, you have the opportunity to increase understanding of how racism impacts

- People who seek behavioral health services in the North Sound Region
- Workers at NS BH-ASO



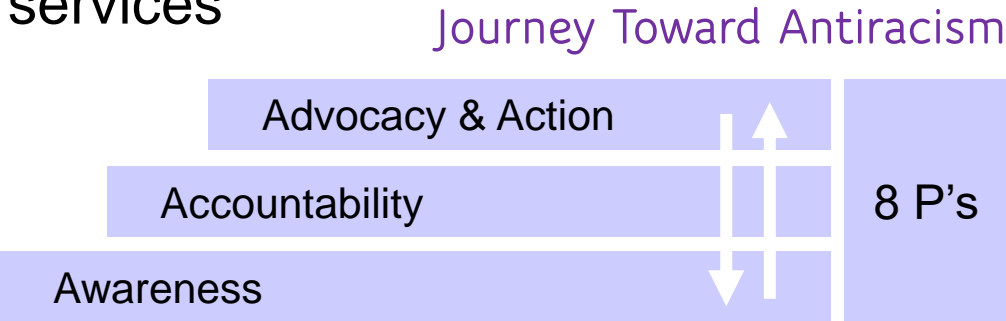
Source: Kaleidoscope Leadership Institute™

Opportunities to Facilitate the Journey Toward Antiracism

Accountability

Based on our findings, you have opportunities to develop, implement, and continuously improve channels of accountability and access for people impacted by racism in the North Sound Region

- People who seek behavioral health services in the North Sound Region
- Workers at NS BH-ASO



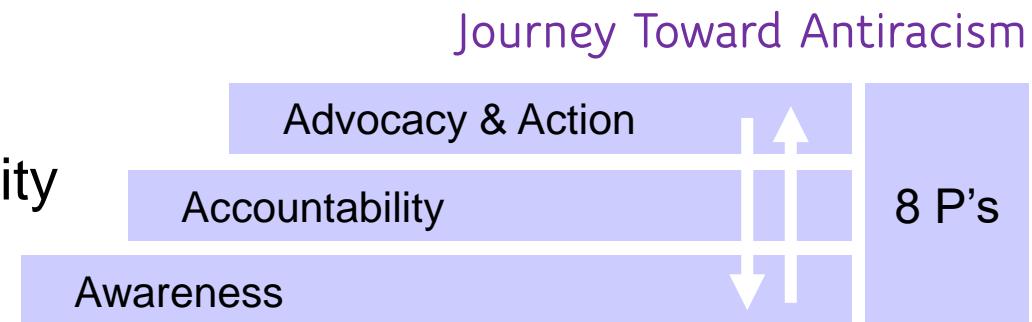
Source: Kaleidoscope Leadership Institute™

Opportunities to Facilitate the Journey Toward Antiracism

Advocacy & Action

Based on our findings, you have the opportunity to use

- Evidence-supported program policies and practices specifically responsive to the needs of:
 - Clients impacted by racism
 - Workers impacted by racism
- Engagement and outreach that
 - Expand community accountability
 - Amplify client voice



Source: Kaleidoscope Leadership Institute™

Range of Confidence in Aspects of Racial Equity

Strong Agreement

(Strongly Agree & Agree)

Racism is a serious **social problem**

NS BH-ASO:

- Values diversity
- Is actively working towards racial equity
- Is on the right path on its journey towards racial equity
- Leadership understands that diversity is critical to our future success

Moderate Agreement

(Somewhat Agree & Somewhat Disagree)

I generally **trust** my co-workers to do racial equity and antiracism work.

This organization/agency

- Has **clear policies** that advance racial equity throughout the worker relationship cycle.

Low Agreement

(Disagree & Strongly Disagree)

Racism has been and is **a problem** at NS BH-ASO.

Demographic Context



	US	Snohomish	Skagit	Whatcom	Island	San Juan
2020 Population	331,449 k	822 k	130 k	227 k	87 k	18 k
White alone	76.3%	77.0%	90.3%	86.2%	85.2%	93.9%
White alone - not Hispanic or Latino	60.1%	68.1%	74.1%	78.3%	78.5%	88.0%
Hispanic or Latino	18.5%	10.6%	18.8%	9.8%	8.2%	6.8%
Black African Amer	13.4%	3.8%	1.1%	1.3%	3.2%	0.8%
Asian alone	5.9%	12.0%	2.3%	4.8%	5.1%	1.5%
2+ Races	2.8%	4.9%	3.2%	4.0%	4.9%	2.6%
Amer Indian AK Native alone	1.3%	1.6%	2.7%	3.4%	1.1%	1.1%
Native Hawaiian Other Pac Islander	0.2%	0.7%	0.4%	0.3%	0.5%	0.2%

Q: What racial/ethnic groups do you identify with?*

	Staff	Board	Adv Board	Total	Total %
White alone	10	6	4	20	65%
Hispanic or Latino	1	0	0	1	3 %
Black African American	1	0	0	1	3 %
Asian alone	1	0	0	1	3 %
2+ Races**	5	0	0	5	16 %
Amer Indian AK Native alone	0	0	0	0	0 %
Native Hawaiian Other Pac Islander	0	0	0	0	0 %
Prefer not to disclose	2	0	1	3	10.0%
TOTAL	21	6	4	31	100.0%

* Categories may be imprecise and overlapping

** (2) White & Latino, (2) White & Native Amer Indigenous, (1) White & Native of Hawaii or the Pac Islands

Opportunity to Improve Equitable Staff Representation *

OVER Representation

Personnel who identify as:

- White
- Two or more racial or ethnic categories
- Heterosexual
- Cisgender

UNDER Representation

Personnel who identify as:

- Asian/Asian American
- American Indian and Alaska Native
- Native Hawaiians and Pacific Islanders
- Needing accommodations for disabilities.
- Being under 45

“EQUITABLE” Representation

Personnel who identify as:

- African American/Black
- Latino/Latinx/Hispanic
- Lesbian, Gay, Bisexual, Pansexual, Asexual...

NO Representation

Personnel who identify as:

- QTPOC (Queer & Trans People of Color)
- Trans & non-binary
- Being under 25

* Categories may be imprecise and overlapping

Note: Shifting to reflect the population you serve can help improve outcomes

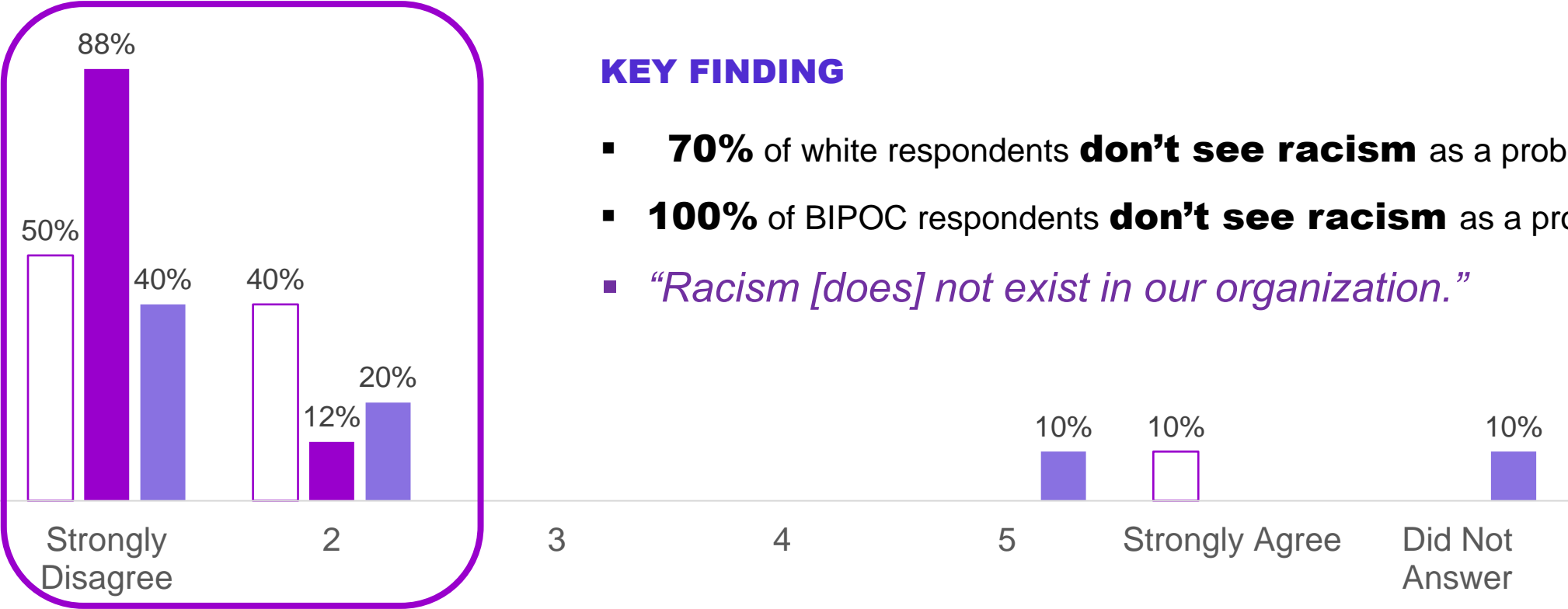
Differences in Work Climate (Staff Only)

	White N = 10	BIPOC N = 8	Diff White Vs BIPOC
... great place to work	100%	100%	0
... Feel respected by their colleagues	90%	100%	+ 10
... trust their coworkers	90%	100%	+ 10
... feel a sense of belonging	90%	100%	+ 10
... their unique background and identity are valued	90%	88%	- 2
... feel respected by NS BH-ASO leadership	80%	88%	+ 8
... inspired to give their very best at work	100%	100%	0
... NS BH-ASO is an accessible workplace	90%	100%	+ 10
... intend to be working at NS BH-ASO a year from now	90%	88%	- 2
... feel supported in their career growth	100%	75%	- 25

Note: Those who preferred not to disclose were not included.

Q: Racism has been and is a problem at this organization/agency.

□ White Staff (n=10) ■ BIPOC Staff (n=8) ■ White AB & BOD (n=10)



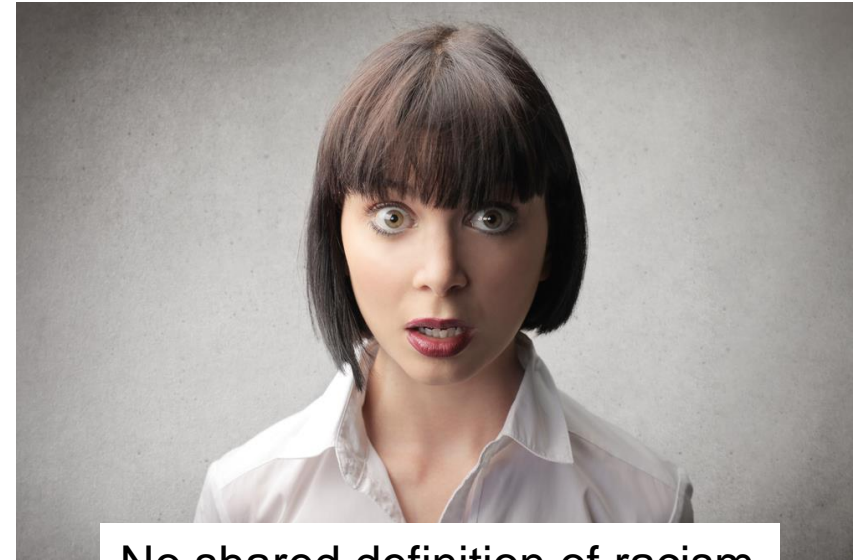
KEY FINDING

- **70%** of white respondents **don't see racism** as a problem here.
- **100%** of BIPOC respondents **don't see racism** as a problem here.
- *“Racism [does] not exist in our organization.”*

Understanding About Racism

When asked to define racism in an open-ended question, **36%** of respondents either ...

- Did not mention race, or
- Challenged the premise of racism



No shared definition of racism

Understanding Racism

Most respondents can **identify** some ...

- Racist ideas
- Racist policies
- Implicit biases
- Specific impacts of racism on NS-BSO
- Specific Impacts of the people NS-BSO serves



Understanding Racism

Many respondents **agree** that...

- Racist policies and ideas
 - Shape institutions and systems
 - Create and sustain racial Inequity
- Misogyny is deeply imbedded in culture
- Patriarchal ideas and systems continue to influence social policy
- Actions and decisions can be shaped by unconscious stereotypes



NS BH-ASO serves ...



- Island, San Juan, Skagit, Snohomish and Whatcom
 - “People in need of treatment for substance use disorder”
 - People in Crisis
 - *“Most vulnerable”*
-
- People who do not have Medicaid benefits and cannot afford outpatient services
 - Youth and families who want to be involved in systems change work.

“Specifics around who we serve are difficult to determine due to poor data gathering.”

NS BH-ASO has helped ...



- People who qualify for services
- Families and children
- People in crisis
- Unhoused people
- Institutionalized people
- *“Most vulnerable”*
- *“Lots of working-class white people in their young adult to middle years.”*

NS BH-ASO has paid specific attention to ...



- Low-income people seeking behavioral health service
 - The Native American community
 - People with opioid use disorder
 - Unhoused and unstably housed people
- Stakeholders
 - Larger and “more urban” providers
 - Board of Directors
 - Funders
 - Insurance companies
- Male staff

“... not to say that women and POC aren't listened to, or that our ideas aren't ever acted on. It's not completely intolerable. It's just obvious that white men have the advantage.”

NS BH-ASO may have overlooked, silenced, or otherwise harmed ...

- Farmworkers
- Teenagers
- Native American people
- People who don't speak English,
- Trans people
- Undocumented people
- Rural and underserved populations
- Co-workers: *“there are a few very vocal people who will outright dismiss others' feelings, concerns, and boundaries.”*
- **30% of respondents said “I don’t know/nobody”**



Significant Concerns About Discussing Racism At Work



“I am concerned about inadvertently offending someone, and I often have feelings of guilt for what my ancestors have done.”

- Conflict
- Doing harm
- Being called out in a group setting
- Feeling misunderstood
- Lack of trust
- Overburdening BIPOC co-workers
- Centering dominant voices
- Silencing BIPOC co-workers
- Giving offence
- Saying the wrong thing
- Retribution
- Damage to fragile relationships
- Fatigue
- Creating Racism

DREI Practices Learned at NS BH-ASO



- Organizational humility
- Recognizing and addressing the affects of historical trauma
- *“...the value of being a learner to other's experience...”*
- *“Culturally respectful approaches”*
- *“Include race explicitly in setting goals”*

Yet **32%** of staff either...

- Skipped the question, or
- Indicated they have not learned DREI practices at NS



Q: Important changes NS BH-ASO has made in its work to become a racially equitable organization

- Initiation of Tribal Mental Health Conferences
- Encouraged a reading and learning project after George Floyd's death
- *“Go beyond talking about anti-racist work to developing a plan to integrate recommendations and a vision”*



Q: Important changes NS BH-ASO has made in its work to become a racially equitable organization

- *“Setting equitable hiring policies, targeting engagement with Native American community, translating brochures, making sure we have translation available for calls”*
- *“Attempt to contract with agencies that promote serving individuals that are outside of the identified population norms of the region”*
- *“Greater breakdown of stats based on sex, age, and ethnic/racial groups to see how grievances compared to populations served and the general population”*



Q: Important changes NS BH-ASO has made in its work to become a racially equitable organization

- *“Operating with more flexibility”*
- Online cultural competency training
- Looking deep into equality
- Working with consultants
- *“Ombudsman reports”*
- *“Contract with Consejo”*



Personal Antiracist Actions that Can and Are Being Committed To ...



... and we would love to see even higher numbers!

- **63%** feel **empowered** to effect and support racially equitable change at NS BH-ASO
- **70%** described at least one antiracist **action step** they can take this week
- **56%** identified who they would **share their antiracist action plan** with this week

The Most Important Aspect of NS BH-ASO's Past that Must Be Reckoned With

- Lack of diverse workforce
- Lack of diverse leadership
- Historical racism “*profession-wide*”
- “*That’s how it’s always been done ...*”
- Lack of trust
- Lack of services accessible to BIPOC communities





DREI 18-month Project Timeline

	2021			2022														
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Waypoint 1: Recognizing Racism Info and data gathering, Quantitative survey.																		
Waypoint 2: Critical Reflection Info and data gathering, assessment, interviews, and training																		
Waypoint 3: Choose Antiracism Interviews, training, and lunch-n-learns																		
Waypoint 4: Advocate for Antiracist Policies and Ideas Lunch-n-learns and plan development and cascade																		



Immediate Next Steps

- MMO Feb 10 Present findings to the Board of Directors
- MMO Late February Session 1 of the six-session training series
- MMO w/o Mar 27 Send link for DREI 30-minute 1-on-1 interviews with members of staff, Advisory Board, and Board

The Road is Made by Walking

Caminante, no hay camino, se hace camino al andar.
Walker, there is no road, the road is made by walking.
- Antonio Machado, Spanish Poet

