

Cascade Pacific Action Alliance (CPAA) Council Charter

Purpose

The purpose of the Cascade Pacific Action Alliance (CPAA) is to improve community health and safety while advancing the Triple Aim: improving the patient experience of care, including quality and satisfaction; improving the health of populations; and reducing per capita health care costs.

Function

This function is met by identifying, advocating for, and helping implement shared regional priorities; proactively participating in the design and testing of Washington State's Healthier Washington initiative, supporting local community forums where agencies and organizations within a county that contribute to safety and well-being come together to pursue system improvements; convening a Council of local forums, regional, and state partners.



Geography

The CPAA operates in a seven county region of Central Western Washington, which includes Cowlitz, Grays Harbor, Lewis, Mason, Pacific, Thurston, and Wahkiakum counties.

The CPAA Approach

- **Collaborate** across sectors and systems to improve safety and well-being;
- Proactively engage with Healthier Washington initiative to:
 - Help design and test its key components; and
 - Position the region for funding from the state and/or federal government.
- Pursue health improvements broadly, including clinical and social determinants of health;
- Focus initially on priorities where local passion and consensus exists; address more challenging and complex change later; and
- Collect, aggregate and analyze data on a county and regional level to inform choices and guide action.



Operating Principles

INCLUSIVENESS	EQUALITY	CONSENSUS	SHARED LEARNING
<ul style="list-style-type: none"> • Keep an open door. • Promote cross-sector participation throughout the region. 	<ul style="list-style-type: none"> • All participants have equal standing, regardless of organizational size, resources, etc. 	<ul style="list-style-type: none"> • Decisions are made by consensus. • Work an issue until everyone can support it. 	<ul style="list-style-type: none"> • Focus on exploring and sharing opportunities for innovation.

Shared Leadership Structure

The Cascade Pacific Action Alliance follows a bottoms-up approach for region-wide engagement. Each county hosts a local forum, which identifies local health priorities, adopts shared regional priorities and actions that align with the local action agenda, and implements local action. Key stakeholders from the local community forums communicate the local work and local preferences to the regional level at meetings of both the CPAA Council and the Support Team. The backbone organization provides a program specialist to attend local forum meetings to serve as an additional bridge between the region and the local communities and provide administrative support. The Council makes recommendations to the CPAA Board on strategic direction for the region based on the alignment of local priorities; implements shared regional priorities; establishes regional action plan including shared goals, strategies, actions, and milestones and metrics. The Council also takes regional action; monitors regional action plan implementation; and establishes a regional health needs assessment. The backbone organization provides organizational and administrative support including meeting coordination, facilitation, and documentation; resource acquisition and financial management; and communication with stakeholder groups on behalf of the Council.

Decision Making

The Cascade Pacific Action Alliance aims to reach consensus on all recommendations and decisions. Consensus in this context does not necessarily mean 100% agreement on all parts of every issue, but rather that all members review a decision in its entirety and can say, “I can live with that.” While decisions are not binding on individual members, members are encouraged to adopt collective positions, recommendations or other decisions for joint action where possible. The following process is used for making recommendations and decisions:

1. We aim for consensus.

The Cascade Pacific Action Alliance Council aims to reach consensus. Consensus in this context does not mean 100% agreement on all parts of every issue, but rather that all members review a decision in its entirety and say, “I can live with that.”

The council will work to understand and integrate perspectives until a solution is identified that is acceptable to everyone. This process is consistent with true collaboration to produce sustainable agreement.



We use a “thumbs up/thumbs down” signal as a way of gauging members’ positions:

- Thumbs up – supports the decision
- Thumbs middle – neutral, can live with the decision
- Thumbs down – deal breaker, suspends the decision until further discussion

In the event of a thumbs down vote, we attempt to resolve the issue through further discussion in a reasonable amount of time. In the event that is not doable, a sub-team of the council will convene separately and come back with recommendations.

2. We act as team players.

As council members, we acknowledge and are explicit about our organizational or sector-specific self-interests but also participate in service to the collective, common agenda (i.e., we practice “enlightened self-interest”). As such, we are conscientious about invoking our veto power (thumbs down vote) and ask ourselves first, “is this issue or decision fundamental to my participation in the Alliance?” We also expect council members to actively reach out to peers in their sector or community to help inform the council’s key decisions.

3. A quorum of voting members is required.

A quorum of the majority of council members is required for a decision to be considered valid. Any interested party can participate in a council meeting; however, only the attached roster of members, their designee, or their dually appointed-successor can vote.

4. One must be present to win.

Members or their designees must be present to vote on decisions. If a member is unable to attend a council meeting, they agree to communicate their views to the entire council via email or communication with backbone staff prior to the meetings.

5. We make good use of the council’s time.

We empower our members and designees with decision-making and negotiating authority. We revisit previous decisions by the Council only if the members collectively agree to re-open an issue.

6. Decisions are voluntary.

Individual council members and/or their organizations are not bound by a decision of the Council. Members can adopt collective positions, recommendations, or other decisions for joint action when desired. They can also individually elect to implement recommendations or actions within their respective organizations.

Council Composition:

CPAA Council memberships will be filled utilizing stakeholders from different community sectors within the seven county CPAA region. Stakeholder sectors include and are not limited to: behavioral health organizations, community health centers, criminal justice, education, elected officials, housing, hospitals, long term care, payers, public health departments, providers, philanthropy, behavioral health organizations, social service agencies, and workforce development.



Council Meetings:

Regular meetings are scheduled at the discretion of the Council, but not less than (4) times per year.

Regional Council with broad representation from multiple sectors:

Sector	Council Members	Total
Public Health	Each county sends 1 public health representative	7
Social Services	Each county sends 1 social service representative (e.g., housing, food, transportation, etc.)	7
Behavioral Health	1 mental health provider, 1 chemical dependency provider, & 2 BHO representatives, 1 optional	5
Medical Care	Each county sends 1 health care delivery system representative (e.g., hospital, physician clinics, FQHC, dental, specialists)	7
Health Plans	1 per Medicaid Managed Care Plan	5
Elected Officials	Each county sends 1 elected official (optional)	7
Other Key Stakeholders	6 ideally multi-county positions, including criminal justice, education, Economic Development Council, Area Agency on Aging, foundations, and others	6
Consumer/Medicaid Beneficiary	1 seat per county of a consumer or Medicaid beneficiary, a resident within the CPAA Region	7
Partnering Tribes (non-sector seats)	One seat per tribe in CPAA Region	7
Total		58

Council Terms:

The CPAA Council consists of members that shall serve one-year terms. There are no term limits. CPAA Council members are appointed annually, or more frequently if needed to fill a vacancy.

Roles and Responsibilities



Function	Backbone Organization	CPAA Council	CPAA Board
Administration	<ul style="list-style-type: none"> • Prepare annual backbone organization performance report 	<ul style="list-style-type: none"> • Annually review backbone organization performance 	<ul style="list-style-type: none"> • Makes decisions related to backbone organization
Communications	<ul style="list-style-type: none"> • Organize and coordinate shared learning opportunities and events • Prepare regional communications plan • Propose key messaging • Implement communications plan • Represent CPAA in statewide meetings of ACH support organizations (e.g., ACH Advisory Group) • Serve as initial point of contact for information requests from state agencies • Distribute Council meeting records 	<ul style="list-style-type: none"> • Serve as venue to convey interests, priorities and perspectives of local county-based cross-sector community forums • Report on local community forum activities and projects • Serve as forum for ongoing shared learning across the region • Annually review communications performance • Receive regular updates from backbone organization on interactions with state agencies and other AHCs 	<ul style="list-style-type: none"> • Review and approve regional communications plan • Approve key messaging • Make decisions about communications performance
Community Engagement	<ul style="list-style-type: none"> • Prepare and coordinate annual regional stakeholder meeting (logistics) • Support Council in outreach to “missing” stakeholders (sectors) • Support functioning of county-based cross-sector community forums as per request of local communities 	<ul style="list-style-type: none"> • Host annual regional stakeholder meeting, including agenda setting and invitations • Take the lead on engaging “missing” stakeholder groups (sectors) • Assure functioning of county-based cross-sector community forums 	<ul style="list-style-type: none"> • Approve Community Engagement Plan

Function	Backbone Organization	CPAA Council	CPAA Board
Data	<ul style="list-style-type: none"> Assemble regional data sets Develop regional dashboard Prepare data reports Analyze data 	<ul style="list-style-type: none"> Recommend performance metrics Review regional dashboard Review data reports Interpret data Determine baselines for key metrics Monitor regional performance toward achievement of shared regional goals and successful implementation of RHIP Monitor fulfillment of stakeholder commitments Use data to inform decision making 	<ul style="list-style-type: none"> Review performance metrics Approve regional dashboard Approve data reports Monitor regional performance toward achievement of shared regional goals and successful implementation of RHIP Monitor fulfillment of stakeholder commitments Use data to inform decision making
Finance	<ul style="list-style-type: none"> Develop budgets Receive and manage funds Provide financial reports to Council 	<ul style="list-style-type: none"> Periodically review high-level financial statements 	<ul style="list-style-type: none"> Approve budgets Oversee management of funds, including review of financial reports Appoints Finance Committee
Fundraising	<ul style="list-style-type: none"> Prospect funding opportunities Prepare funding requests Submit funding requests Acknowledge funding received Manage grants, including grant reporting Liaise with funders (donor cultivation) 	<ul style="list-style-type: none"> Participate in fundraising activities Co-design shared savings and reinvestment mechanism/model 	<ul style="list-style-type: none"> Set fundraising goals Oversee acquisition of funds Participate in fundraising activities Co-design shared savings and reinvestment mechanism/model
Governance	<ul style="list-style-type: none"> Support Council in annual governance model review 	<ul style="list-style-type: none"> Annually review governance model, including CPAA Council composition 	<ul style="list-style-type: none"> Approve Governance model Approve governance policies

Function	Backbone Organization	CPAA Council	CPAA Board
	<ul style="list-style-type: none"> Develop governance policies 	<ul style="list-style-type: none"> Adjust governance model as necessary Review governance policies 	
Implementation	<ul style="list-style-type: none"> Support work of workgroups (logistics, facilitation services and generation & distribution of meeting summaries, reports, etc.) Provide process leadership as needed and/or desired Support work of local county-based cross-sector community forums as needed and/or desired Support Council in region-wide aligned action 	<ul style="list-style-type: none"> Form workgroups to advance pilot initiatives Review performance of local county-based cross-sector community forums (ensure accountability) Take collective action on strategies that require region-wide aligned action at CPAA Council level (e.g., policy advocacy) Report on failures and successes of actions at local level 	<ul style="list-style-type: none"> Make decisions about implementation of projects
Planning	<ul style="list-style-type: none"> Support Council in regional action planning through: <ul style="list-style-type: none"> Organizing and coordinating Council meetings (logistics) Provide process leadership as needed and/or desired Provide thought leadership as needed and/or desired Facilitate Council meetings Record Council meeting outcomes and 	<ul style="list-style-type: none"> Develop Regional Health Improvement Plan (RHIP), including: <ul style="list-style-type: none"> Set shared regional health priorities (focus areas) Determine shared regional strategies for aligned action Prioritize strategies Identify supporting actions Determine lead implementation agencies and support agencies 	<ul style="list-style-type: none"> Approve any changes as needed to the RHIP Approve performance targets for key metrics

Function	Backbone Organization	CPAA Council	CPAA Board
	<ul style="list-style-type: none"> distributing meeting summaries ○ Prepare RHIP based on Council content decisions ● Support Council in annual RHIP review 	<ul style="list-style-type: none"> ○ Develop implementation timelines and define progress milestones ○ Secure implementation commitments from key stakeholders ○ Determine performance metrics ● Annually review and recommend any adjustments to the RHIP ● Recommend performance targets for key metrics 	
Policy	<ul style="list-style-type: none"> ● Support Council in policy development ● Communicate Council-approved shared regional policies 	<ul style="list-style-type: none"> ● Develop shared regional policies ● Advocate for approved shared regional policies 	<ul style="list-style-type: none"> ● Approve shared regional policies

Forums, Committees and Workgroups:

Local Forums

There are established local forums in each community where much of the planning and action implementation takes place. The backbone organization has provided a program specialist to attend the local forums in each community and provide administrative and operational support as needed. This specialist acts as a bridge to the regional forum and a connection to the lead organization. The backbone organization is in regular contact with the local community forums through phone calls, emails and visits to coordinate work products and deliverables, e.g., inventories of existing local initiatives in shared regional focus areas, local health priorities, local action plans, etc. Additionally, key stakeholders from the local community forums communicate the local work and local preferences to the regional level at meetings of both the CPAA Council and the Support Team.

Regional Public Forum

The regional public forum consists of all stakeholders in the region who are interested in improving the health of our region through collective action. The public forum will be hosted on an annual basis.



Support Team

The Support Team consists of a subset of CPAA Council members and includes representatives from all seven participating local communities and different community sectors. The Support Team exists in service to the Cascade Pacific Action Alliance (CPAA) Regional Coordinating Council (CPAA Council) and works closely with the backbone organization to prepare CPAA Council meetings and develop recommendations for consideration by the CPAA Council. The Support Team also acts as a resource to the backbone organization, providing guidance and serving as a thought partner in response to questions and urgent matters that arise between CPAA Council meetings. While the Support Team prepares important decisions by the CPAA Council, it does not have the authority to make binding decisions on behalf of the CPAA Council unless so authorized by the CPAA Council. The Support Team Charter provides further details about the roles and responsibilities of committee members

Ad Hoc Work Groups

Ad hoc work groups will be created as needed to provide temporary assistance on issues outside of the Support Team or Finance Committee's roles when additional time is needed to develop work products.

Transparency and Public Participation

CPAA Council meetings are open to the public and the Council welcomes community members to participate in the meetings. Meeting agendas and summaries will be posted on the CPAA webpage. Information on the webpage will be updated in a timely manner.

Conflict of Interest Policy

Please refer to the Conflict of interest Policy for details.

Backbone Organization

On an annual basis, the Council will review the backbone organization. Affirmation will be documented in the Council meeting summary.

CPAA Council

On an annual basis the Council will review the backbone organization's performance, make recommendations to the CPAA Board on continuing backbone organization services as is or on any recommended adjustments.

Adopted: April 14, 2016

Amended: August 10, 2017