



2025 Board of Health

Spokane County Commissioners:

- Josh Kerns
- Mary Kuney
- Amber Waldref, Chair

Representing Cities & Towns

City of Spokane:

- Michael Cathcart, Vice Chair

Representing Public Health, Health Care Facilities or Providers

- Monica Blykowski-May, MD

Representing Public Health Consumers

- Patricia Kienholz

Representing Community Stakeholders

- Charlie Duranona

Representing Tribal Communities

- Vacant

2025 Board of Health Committee Meeting Dates

Executive

- 9:30am Third Thursday, Monthly

Budget & Finance

- 8:30am Third Thursday, Monthly

Policy & Education

- None Scheduled

BOARD OF HEALTH MEETING

1101 W. College Avenue
Spokane, WA 99201
First Floor Auditorium

February 27, 2025

12:30 p.m.

AGENDA

- 12:30pm 1. Call to Order
2. Roll Call
- 12:35pm 3. Citizen Input
- 12:50pm 4. Board Reports
- a. Chair Report
 - b. Committee Reports
- 12:55pm 5. Consent Agenda
- a. Meeting Minutes: January 30, 2025
 - b. Vouchers: January 1-31, 2025
- 1:00pm 6. Executive Session - Litigation/Potential Litigation Pursuant to RCW §42.30.110(1)(i) and Labor Negotiation Guidance Pursuant to RCW §42.30.140(4)(b)
- 1:30pm 7. Action Items
- a. Resolution #25-01 Re: Adopting the 2025 – 2030 Spokane Regional Health District Strategic Plan – *Alicia M. Thompson, DrPH, LMSW, Administrative Officer*
- 1:45pm 8. Reports
- a. Administrative Officer
 - i. Treatment Services Update – *Adam Martin, Treatment Services Application Specialist II*
 - b. Financial
 - c. Health Officer
 - d. Legislative
 - e. Agency
 - i. 2025 SRHD Compensation Study – *Danielle Stoddard, Human Resources Director and Gallagher's Human Resources & Compensation Consulting*
- 2:25pm 9. Board Member Check-In
10. Citizen Input (*as needed*)
- 2:30pm 11. Adjournment

Next Board of Health Meeting: March 27, 2025

The regular meeting of the Spokane Regional Health District Board of Health held on **Thursday, January 30, 2025** was called to order by Commissioner Amber Waldref, Chair, at 12:36 p.m. in room 140 of the Public Health Center, 1101 West College Avenue, Spokane, Washington.

PRESENT

Commissioner Amber Waldref, Chair
Council Member Michael Cathcart, Vice Chair
Commissioner Josh Kerns
Board Member Monica Blykowski-May, MD, MBA
Board Member Charlie Duranona
Board Member Patricia Kienholz

ABSENT

Commissioner Mary Kuney

CITIZEN INPUT

No citizen input was received.

BOARD REPORTS

- The Board of Health (BOH) Budget & Finance Committee met to review vouchers and proposed contracts.
- The BOH Policy & Education Committee did not meet.
- The Executive Committee of the BOH met to set the agenda.

CONSENT AGENDA

Consists of items considered routine, which are approved as a group. Any member of the Board may request to remove an item from the Consent Agenda to be considered separately.

Meeting Minutes: December 5, 2024
Contract: Arbinger Institute
Contract: Sayre, Sayre & Fossum
Contract: Washington Department of Energy Services

2024 Vouchers paid: November 1-30, 2024

AP Vouchers:	265789 - 266019		
AP EFTs:	EFT B&O OCT2024	EFT TSRENT 1124	\$2,164,108.77
Advice Numbers:	DD86102 - DD86370		\$1,267,189.22
Payroll Warrants:	1163309 - 1163315		
Advice Numbers:	DD86371 - DD86638		\$1,134,816.75
Payroll Warrants:	1163946 - 1163957		
TOTAL			\$4,566,114.74

2024 Vouchers paid: December 1-31, 2024

AP Vouchers:	266020 - 266222		
AP EFTs:	EFT B&O NOV2024	EFT TSRENT 1124	\$1,859,009.09
Advice Numbers:	DD86639 - DD86904		\$962,364.57
Payroll Warrants:	1164186 - 1164187		
Advice Numbers:	DD86905 - DD87172		\$980,088.85
Payroll Warrants:	1164943 - 1164948		
TOTAL			\$3,801,462.51

Motion: To approve the Consent Agenda as presented.

Motion/Second: Cathcart/Kienholz

Approved: Unanimously

EXECUTIVE SESSION

There was no executive session.

ACTION ITEMS

Adopt 2025 Board of Health Meeting Schedule – Commissioner Waldref, Board Chair

Motion: To adopt the 2025 Board of Health meeting schedule as presented.

Motion/Second: Blykowski-May/Duranona

Approved: Unanimously

Adopt 2025 Board of Health Committee Memberships – Commissioner Waldref, Board Chair

Motion: To adopt all listed Board of Health committees to reflect the same membership as the 2024 rosters.

Motion/Second: Kerns/Duranona

Approved: Unanimously

Budget & Finance Committee

Commissioner Kuney, Chair

Commissioner Waldref

Board Member Kienholz

Policy & Education Committee

Council Member Cathcart, Chair

Board Member Blykowski-May

Board Member Duranona

Executive Committee

Commissioner Waldref, Chair

Commissioner Kerns

Council Member Cathcart, Vice Chair

Approval to Rescind Contract Offer with KIPU for Electronic Health Record System – Alicia M. Thompson, DrPH, LMSW, Administrative Officer

Motion: To approve Action Item C providing approval to rescind the contract offer with KIPU.

Motion/Second: Cathcart/Kerns

Approved: Unanimously

Approval to Contract with Substance Abuse Medication Management System (SAMM) for an Electronic Health Record System – Alicia M. Thompson, DrPH, LMSW, Administrative Officer

Motion: To approve the contract as presented.

Motion/Second: Blykowski-May/Cathcart

Approved: Unanimously

ADMINISTRATIVE OFFICER'S REPORT – Alicia M. Thompson, DrPH, LMSW, Administrative Officer

- The Treatment Services program is expected to have a \$950,000 surplus for 2024. The program's clinic dispensed treatment to 1,602 unique clients.

- The Board was provided with an overview of the 2025-2030 SRHD Strategic Plan and the plan will be considered by the Board at the February meeting. Board members and staff are encouraged to respond to the survey prior to February 7.
- A list of important WA State Legislative dates is in the agenda packets. Overviews of WSALPHO hearings will be sent to Board members.

FINANCIAL REPORT – Kim Kramarz, Finance Director and Controller

- The December report is expected to be ready in February or March. The agency is under budget for November and at 84.9% of expenses and 87.6% of revenue. Interest and other earnings are \$190,000 above budget and committed reserves are \$1.5 million.

HEALTH OFFICER REPORT – Francisco Velázquez, MD, SM, FCAP, Health Officer

- WSU nursing students in the audience were acknowledged.
- The Health Officer participated in an opioid panel with Sheriff Knowles. Information from the panel will be shared on social media.
- There are 2,040 pertussis cases in the State of Washington. Spokane County continues to have the second highest rates of cases in the state.
- There were ten cases of Shigella in 2024 and there are 20 cases to date in 2025. Staff are tracking the disease and educating providers, schools and shelters.
- There have been 67 cases of the bird flu in the United States and one mortality. Thirty-eight of the 67 cases have been in California. Most human cases have been contracted from cattle. The World Health Organization has identified a new variant (H5N9). January 27 was the first case of bird flu in a human in Washington State.
- The Public Health Emergency Preparedness and Response program is rebuilding its Incident Management Team. Most changes were made due to the lessons learned from the COVID-19 response.

Council Member Cathcart left the meeting at 2:14 p.m.

AGENCY REPORTS

- The Board received a report on the 2024-2025 Spokane County Community Health Needs Assessment from Jazzy Landes, Research Scientist in the Disease Prevention & Response Division.

Board Member Blykowski-May left the meeting at 2:30 p.m.

BOARD MEMBER CHECK IN

- Board Member Kienholz recognized Providence and their support for Alzheimer’s work.
- Commissioner Waldref has joined the National Association of Local Boards of Health as a representative of Washington State.

NEXT BOARD OF HEALTH MEETING

The next Board of Health meeting is scheduled at 12:30 p.m. on February 27, 2025.

ADJOURNMENT

There being no further business before the Board, the meeting was adjourned at 2:39 p.m.

APPROVED: _____
Council Member Michael Cathcart, Vice Chair

Date: _____

Ann Pitsnogle, Recording Secretary

Spokane Regional Health District
Voucher Register Summary

From Voucher/Check Date: 01/01/2025
To Voucher/Check Date: 01/31/2025

Voucher	Description	Vendor	Number	Amount
266223	STAIN RELEASE BIB APRON WITH TEFLONG FINISH	4IMPRINT	10755	1,981.53
266224	DEC 2024 JANITORIAL SERVICES	ABM INDUSTRY GROUPS, LLC	14922	8,114.76
266225	DEC 2024 OFF-SITE STORAGE	ACCESS INFORMATION PROTECTED	14353	138.89
266226	BOOK: MAN'S SEARCH FOR MEANING	AMAZON CAPITAL SERVICES INC	14043	2,685.16
266227	10/10-10/17/24 HEALTH OFFICER	ARTZIS M.D., SAM	13924	7,500.00
266228	REPLACING CONTROL BOARDS	ATLAS BOILER & EQUIPMENT CO.	14973	991.30
266229	DEC 2024 ELECTRIC & GAS	AVISTA UTILITIES	1206	9,385.52
266230	JUL-DEC 2024 MILEAGE/41.7 MI	BARRETT, JILL	13606	27.94
266231	REHS/RS CERT & MEMBERSHIP	BYRNE, RAY	9612	235.00
266232	312 W 8TH AVE LOCKDOWN OTP	CAMTEK INC	13618	4,222.22
266233	DEC 2024 BACKGROUND CHECKS	CBS REPORTING INC. AKA ACRANET CBS BRANCH	14077	452.50
266234	DEC 2024 WATER/SEWER/GARB	CITY OF SPOKANE	1207	1,472.44
266235	DEC 2024 WIC/TS BUNDLE	COMCAST	13414	1,767.79
266236	DEC 2024 TS FAX	COMCAST	13414	54.19
266237	JAN 1-17, 2025 TS FAX	COMCAST	13414	65.81
266238	DEC 2024 TRUNK LINES	COMCAST	13425	693.90
266239	DEC 2024 INTERNET SRVC	COMCAST	13425	912.30
266240	JAN 1-14, 2025 TRUNK LINES	COMCAST	13425	571.44
266241	JAN 1-14,2025 INTERNET SRVC	COMCAST	13425	751.30
266242	CN222AWAA EMBODY CHAIR	CONTRACT DESIGN ASSOCIATES INC	12748	5,390.46
266243	RETURN CLH31028 FUNDS	DEPARTMENT OF HEALTH	13032	670.98
266244	12/16-17 SNOW/ICE REMOVAL	DUNDEE CONCRETE AND LANDSCAPING, LLC	14814	1,155.40
266245	MONTHLY SERVICE CALL FOR PEST MANAGEMENT-MAINTENANCE	EDEN ADVANCED PEST CONTROL	15011	545.00
266246	INTEREST/PENALTY Q3/2024	EMPLOYMENT SECURITY DEPT	5811	7,674.04
266247	12/3/2024 GP CONSULTING	ENCORE BUSINESS SOLUTIONS	14046	337.50
266248	11/20 FEDEX	FEDEX	13915	145.99
266249	2024 ANNUAL FIRE ALARM INSPECTION FOR 312 W. 8TH AVE BUILDING	FIRE SYSTEMS WEST INC	12638	948.30

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266250	NOV 2024 INTERPRETER SRVC	FOURCORNERS TRANSLATION LLC	15066	402.35
266251	DEC 2024-DEC 2025 HUMAN RESOURCE MGMT SUITE PLATFORM TRAINING MODULES	GOVERNMENTJOBS.COM, INC dba NEOGOV	14824	120,021.00
266252	2PY98 ELECTRICAL TEST KIT	GRAINGER	8838	1,291.54
266253	5701485 MAYO STAND, 5-STAR 2" CASTERS, HENRY SCHEIN BRAND	HENRY SCHEIN INC	13581	319.90
266254	756990 GORILLA GLUE 15G CLEAR SUPER GLUE	HOME DEPOT U.S.A., INC.	14383	2,222.06
266255	11/26 CPT 71046	INLAND IMAGING LLC	8891	110.00
266256	11/26 CPT 71046	INLAND IMAGING LLC	8891	110.00
266257	11/26 CPT 71046	INLAND IMAGING LLC	8891	110.00
266258	12/4 CPT 71046	INLAND IMAGING LLC	8891	110.00
266259	12/10 CPT 71046	INLAND IMAGING LLC	8891	110.00
266260	OFFICE FURNITURE AND LABOR/INSTALLATION/PROJECT MANAGE	INSIDESOURCE	14930	96,849.64
266261	65324113BC09A12 ADOBE ACROBAT PRO	INSIGHT PUBLIC SECTOR, INC.	14524	96.36
266262	CALIB METHASPENSE - CLEAN, CALIBRATE, REPLACE TUBING	IVEK CORPORATION	13721	527.51
266263	JAN 2025 5901 N LIDGERWOOD AND SIGN	KIEMLE & HAGOOD COMPANY	13614	4,269.43
266264	SALT FOR WATER SOFTENER FOR 2024	KING SOFT WATER CO.	14803	43.60
266265	10/25-11/21 LABS	LABCORP OF AMERICA HOLDINGS	12957	1,187.10
266266	10/23-11/25 LABS	LABCORP OF AMERICA HOLDINGS	12957	698.49
266267	OCT-DEC 2024 MILEAGE/32.8 MI	MACMULLEN, REBECCA	15072	21.98
266268	JUL-DEC 2023 TUITION REIMB	MARTIN, ADAM	14078	3,000.00
266269	JUL-AUG 2024 HVAC PREVENTATIVE MAINTENANCE	MCKINSTRY COMPANY LLC	13842	596.23
266270	DEC 2024 ELECTRICITY WIC #5	MODERN ELECTRIC COMPANY	14176	557.14
266271	NOV 2024 INTERNAL CONTROLS REVIEW SERVICES	MOSS ADAMS LLP	14550	7,612.50
266272	OCT-DEC 2024 MILEAGE/136.2 MI	NAJERA, MARISOL	14868	91.25
266273	#10 WINDOW ENVELOPES 500/BOX	NATIONAL COLOR GRAPHICS	9684	421.83
266274	BEST CORE SETUP	NILES JR., STEVEN W/AMERICAN LOCK	14589	1,242.60
266275	24010146 CR WHITE RIB SIDE CAP	O. BERK COMPANY OF NEW ENGLAND LLC	2422	4,811.13
266276	7936250 IGLOO AUTOMATIC SELF-CLEANING ICE MAKER	OFFICE DEPOT BUSINESS SOLUTIONS LLC	14748	2,364.14
266277	JAN 2025 12213 E BROADWAY #5-8 SPOKANE VALLEY	OKC BROADWAY LLC	14085	4,645.00

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266278	NOV 2024 INTERPRETER SERVICE	PACIFIC INTERPRETERS	10893	662.28
266279	JAN 18, 2024-JAN 17, 2025 PAGEFREEZER COMPLIANCE MS TEAMS	PAGEFREEZER SOFTWARE INC.	14622	11,040.00
266280	LABOR TO REPLACE TIMER AND BATTERIES	PATRIOT ELECTRIC AND LIGHTING CORP.	14523	388.53
266281	12/1-7 SECURITY SERVICE	PPC SOLUTIONS INC	14545	340.00
266282	AUG 2024 CLIENT TESTING	PRECISION DIAGNOSTICS	14834	44,120.00
266283	1/19/25-1/18/26 SUCCESS/CLOUD	PROPHIX SOFTWARE INC	13943	83,891.50
266284	NOV 2024 COBRA NOTICE LETTERS	REHN & ASSOCIATES INC	6445	28.00
266285	LATE FEE 5069376105	RICOH USA INC	12632	43,067.28
266286	5312 LOGIX 3ML VTSM WITH BEADS + NP SWAB KIT, 50/KIT (VIRAL TRANSPORT KITS)	S2M ENTERPRISES LLC/S2 MEDIA	15101	103.55
266287	NOV 2024 ENVIROMENTAL	SAYRE SAYRE & FOSSUM ATTORNEYS AT LAW	13608	7,770.00
266288	ACCELA IMPLEMENTATION	SCUBE INC	14992	8,436.00
266289	TB TESTING SUPPLIES	SIXTH AVENUE PHARMACY	13766	510.77
266290	2024 METHADOSE ORAL 10MG/ML	SPECGX LLC	14010	11,738.40
266291	ENGINE OIL, 5W-30 SEMI-SYNTHETIC (QTS)	SPOKANE FORKLIFT	13950	262.34
266292	11/20 INTERPRETER SRVCS	SPOKANE INTERNATIONAL TRANSLATION	4796	1,278.17
266293	SPOKANE TRANSIT AUTHORITY ALL DAY BUS PASS FOR CLIENT TRANSPORATION	SPOKANE TRANSIT AUTHORITY	1605	900.00
266294	12/4 MED WASTE DISPOSAL	STERICYCLE INC	8232	63.75
266295	12/11 MED WASTE DISPOSAL	STERICYCLE INC	8232	63.75
266296	10/29 MED WASTE DISPOSAL	STERICYCLE INC	8232	79.08
266297	NOV 2024 HR LEGAL #159673	SUMMIT LAW GROUP	10409	2,137.50
266298	AUG-SEP 2024 CLIENT RENTASSIST	TALON HILLS SENIORS LLC	15109	1,606.00
266299	NEW LOCK FOR PHEPR TRAILER	THOMPSON, CYNTHIA	12974	13.63
266300	FREIGHT FEE	UNITED LABORATORIES INC	15099	1,046.32
266301	12/3 FLOOR MAT SRVC	US LINEN & UNIFORM, INC.	14932	564.80
266302	LA LATINE MAGAZINE DECEMBER ADS	VIGOUROUX, EVA	14577	450.00
266303	WSP BACKGROUND CHECKS FOR 2024 BLANKET PO	WASHINGTON STATE PATROL	13113	11.00
266304	NOV 2024 ESIT SRVCS	YOUTHFUL HORIZONS	10120	270,772.97
266305	VAULTZ MONEY BAG WITH LOCK	AMAZON CAPITAL SERVICES INC	14043	6,921.68

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266306	2025 AWC ASSOCIATE MEMBER - PUBLIC AGENCY/NON-PROFIT LARGE	ASSOCIATION OF WASHINGTON CITIES	14751	500.00
266307	11/20-12/19 ADM CELL PHONES	AT&T MOBILITY II LLC DBA AT&T MOBILITY NATIONAL ACCOUNTS LLC	14361	6,355.36
266308	DEC 2024 MEDICAL BILLING	AVAILITY LLC	14378	54.50
266309	DEC 2024 MILEAGE/131.30 MILES	BAFARO, ASHLEY	13892	87.97
266310	DEC 2024 MILEAGE/31.8 MILES	BARTHEL, VIKKI	10568	21.31
266311	DEC 2024 MILEAGE/20.4 MI+PK	BELL, DEVYN	14825	15.72
266312	DEC 2024 MILEAGE/177.6 MILES	BINGER, THOMAS	14859	118.99
266313	DEC 2024 MILEAGE/19.1 MILES	BREEN, LISAMARIE	12715	12.80
266314	SRHD 3RD PARTY SIP LICENSES	CERIUM NETWORKS	13830	688.88
266315	DEC 2024 WATER/SEWER/GARB	CITY OF SPOKANE	1207	2,346.54
266316	JAN-MAR 2025 WIC LEASE	DEER PARK UNITED METHODIST CHURCH	7065	600.00
266317	DEC 2024 RECYCLING SERVICE	DEVRIES BUSINESS RECORDS MGMT INC	14647	1,055.24
266318	DEC 2024 DYNAMICS GP TECH SUPP	ENCORE BUSINESS SOLUTIONS	14046	1,293.75
266319	DEC 2024 MILEAGE/118.7 MILES	FAIRBURN, ROBYN	14900	79.53
266320	DEC 2023 CREDIT CARD SRVC FEES	FIRST DATA MERCHANT SERVICES	10835	8,271.15
266321	OCT 2024 INTERPRETER SRVC	FOURCORNERS TRANSLATION LLC	15066	193.75
266322	1ECK2 TOILET SEAT COVER DISPENSER	GRAINGER	8838	424.42
266323	OCT-DEC 2024 MILEAGE/169.3 MI	GUSARENKO, IRYNA	14648	113.43
266324	OCT-NOV 2024 MILEAGE/159.3 MI	HANSEN, JENNIFER	12024	106.73
266325	DEC 2024 MILEAGE/457.5 MILES	HARRIS, JEFFREY	13893	306.53
266326	NOV-DEC 2024 MILEAGE/88.8 MI	HENNESSY, SAMANTHA	14852	59.50
266327	PROFESSIONAL TRUSHOT 2.0 10OZ RESTROOM CARTRIDGE BATHROOM CLEANER	HOME DEPOT U.S.A., INC.	14383	109.07
266328	12/14 CPT 71046	INLAND IMAGING LLC	8891	110.00
266329	PRIORITY SPOKANE 2025 ANNUAL MEMBERSHIP AND ORGANIZATIONAL SUPPORT	INNOVIA FOUNDATION	14472	2,500.00
266330	ADOBE ACROBAT PRO, LESLIE, LAURIE, STEPHANIE	INSIGHT PUBLIC SECTOR, INC.	14524	674.49
266331	DEC 2024 MILEAGE/405.8 MILES	JAMES, JEFF	10136	271.89
266332	OCT-DEC 2024 MILEAGE/74.4 MI	LESTER, KRISTIN	14805	49.85
266333	DEC 2024 ACCESS TO DATABASE	LEXISNEXIS RISK DATA MANAGEMENT INC	13620	711.73

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266334	OCT-DEC 2024 MILEAGE/27.2 MI	LIDBECK, KARI	13975	18.22
266335	DEC 2024 MILEAGE/579.9 MILES	LITTLE, DUFF	6649	388.53
266336	DEC 2024 MILEAGE/231.4 MI+PK	LUCAS, JOSEPH	14679	163.99
266337	CLIENT ENGAGEMENT	MAIN, ISABELLE	14669	15.62
266338	DEC 2024 MILEAGE/14.6 MILES	MAIN, STEVE	4408	9.78
266339	DEC 2024 MILEAGE/12.6 MILES	MARTIN, JESSICA	13593	8.44
266340	DEC 2024 MILEAGE/98 MILES	MCCLURE, TRISHA	8564	65.66
266341	DEC 2024 MILEAGE/24.2 MILES	MEYER, ERIC	8073	16.21
266342	JAN 2025 WIC LEASE 4001 N COOK	NE COMMUNITY CENTER	1199	2,945.13
266343	DEC 2024 MILEAGE/137.3 MILES	NUNLEY, KAYLEE	14773	91.99
266344	6678762; CANON PIXMA TR150 WIRELESS COLOR PRINTER	OFFICE DEPOT BUSINESS SOLUTIONS LLC	14748	435.98
266345	NOV 2024 MILEAGE/65.4 MILES	PARKER, MIA	15084	43.82
266346	DEC 2024 MILEAGE/30.5 MILES	PIERCE, JOSHUA	15015	20.44
266347	MAY-DEC2024 MILEAGE/43.7 MI+PK	RICHARDSON, KYLE	14816	38.83
266348	SEP-NOV 2024 MILEAGE/91.3 MI	RIEGEL, TESSA	14846	61.17
266349	DEC 2024 MILEAGE/178.2 MI+PK	RYSKAMP, JOHNATHAN	14640	127.59
266350	DEC 2024 MILEAGE/185.6 MILES	SAVAGE, PAUL	2992	124.35
266351	12/18/24 VET SERVICES	SCHRAG VETS PLLC	1120	100.00
266352	DEC 2024 MILEAGE/219.1 MILES	SEAVEY, SKYLAR	15027	146.80
266353	TB PATIENT MEDICATIONS	SIXTH AVENUE PHARMACY	13766	1,281.85
266354	DEC 2024 MILEAGE/468.5 MI+PK	SOSA, ADRIANA	15029	316.81
266355	DEC 2024 MILEAGE/119.3 MI+PK	SOULE, AIMEE	14758	88.64
266356	RECORDED DOC #7390133	SPOKANE CO AUDITOR RECORDING DEPT	13288	304.50
266357	STA DAY PASS (IMMUNIZATION CLINIC INCENTIVES; SHELTER-BASED CLINICS)	SPOKANE TRANSIT AUTHORITY	1605	820.00
266358	13 WEEK SUBSCRIPTION FOR SPOKESMAN REVIEW NEWSPAPER	SPOKESMAN-REVIEW	1195	200.20
266359	12/18 & 24 MED WASTE DISPOSAL	STERICYCLE INC	8232	63.75
266360	DEC 2024 MILEAGE/19 MILES	SWENSEN, ADAM	14883	12.73
266361	DEC 2024 MILEAGE/213.2 MI+PK	THOMPSON, DAVID	14775	146.94
266362	2025 ULEA MEMBERSHIP DUES	UPPER LEFT EDUCATION ASSOCIATION	14468	150.00

Spokane Regional Health District
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266363	DEC 2024 POSTAGE	US POSTAL SERVICE	13362	1,823.25
266364	DEC 2024 MILEAGE/81.3 MI+PK	VAN WINKLE, BRITNEY	14680	89.01
266365	DEC 2024 MILEAGE/179.2 MILES	WAITE, MICHAEL	13883	120.06
266366	OCT-DEC 2024 MILEAGE/55.8 MI	WATSON-HOLTEN, LACOLA	14839	37.39
266367	DEC 2024 MILEAGE/31.7 MI+PK	WILBERDING, KASEY	14171	23.29
266368	DEC 2024 MILEAGE/537.40 MILES	WILEY, ALYSON	14428	360.06
266375	FEB 2025 CLIENT RENTAL ASSIST	301 MAIN AVE LLC	15053	910.00
266376	3 TIER ACRYLIC BROCHURE HOLDER, 2/PACK, 8 1/2"X11"	AMAZON CAPITAL SERVICES INC	14043	1,967.72
266377	11/20-12/19 DPR CELL PHONES	AT&T MOBILITY II LLC DBA AT&T MOBILITY NATIONAL ACCOUNTS LLC	14361	1,954.52
266378	#1345 ADM DEC 2024 C.C. CHRGS	BANK OF AMERICA	6316	20,463.33
266379	DEC 2024 ESIT SRVCS	CENTER FOR PEDIATRIC THERAPY	12804	408,163.20
266380	DEC 2024 ESIT SRVCS	CHILDREN F.I.R.S.T.	8488	165,858.03
266381	JAN 2025 WIC/TS BUNDLE	COMCAST	13414	1,841.97
266382	JAN 2025 CLIENT RENTAL ASSIST	CORNERSTONE COURTYARDS	14086	828.00
266383	JAN 2025 CLIENT RENTAL ASSIST	CSC RIVERTON REALTY LLC	14897	2,428.71
266384	OCT-DEC 2024 MILEAGE/104.6 MI	DELANEY, SHARON	14632	70.08
266385	DEC 2024 MILEAGE/151.6 MILES	DICKESON, KATIE	13665	101.57
266386	1/1-1/2 SNOW & ICE REMOVAL	DUNDEE CONCRETE AND LANDSCAPING, LLC	14814	2,267.20
266387	MONTHLY SERVICE CALL FOR PEST MANAGEMENT-MAINTENANCE	EDEN ADVANCED PEST CONTROL	15011	545.00
266388	DYNAMICS GP TECHNICAL SUPPORT	ENCORE BUSINESS SOLUTIONS	14046	112.50
266389	153148 ARCGIS ONLINE CREATOR USER TYPE ANNUAL SUBSCRIPTION (ID8636723947) 2/27/25-2/26/26	ENVIRONMENTAL RES ASSOC	3291	1,526.00
266390	JAN 2025 MONTHLY AD COST, THE FIG TREE, 12 MONTH ADS 5 COLUMNS X 12 INCHES	FIG TREE, THE	6665	820.00
266391	DEC 2024 INTERPRETER SRVC	FOURCORNERS TRANSLATION LLC	15066	419.01
266392	AED VALUE PACK LIFEPAK CR2 SEMI AUTO MODE	GRAINGER	8838	2,666.57
266393	NOV 2024 CLOUD HOSTING & SERVICE	GRAVIS TECHNOLOGIES, INC	14093	1,446.22
266394	JAN 2025-FEB 2025 RVV CAMPAIGN BILLBOARDS	HARTSHORNE, MARIA T. mtr communications	14534	32,139.00
266395	DEC 2024 ESIT SRVCS	HOPE SCHOOL	12143	9,801.01
266396	6QK-00001-ESA3, MS WINDOWS AZURE	INSIGHT PUBLIC SECTOR, INC.	14524	220,620.74

Spokane Regional Health District
 Voucher Register Summary

From Voucher/Check Date: 01/01/2025
 To Voucher/Check Date: 01/31/2025

266397	FEB 2025 CLIENT RENTAL ASSIST	J.D. WOLFE	14062	250.00
266398	FEB 2025 CLIENT RENTAL ASSIST	J.D. WOLFE	14062	287.50
266399	FEB 2025 CLIENT RENTAL ASSIST	J.D. WOLFE	14062	287.50
266400	FEB 2025 140 S. ARTHUR SUITE 5508	KIEMLE & HAGOOD COMPANY	13614	2,737.00
266401	FEB 2025 CLIENT RENTAL ASSIST	KIEMLE & HAGOOD COMPANY	13614	404.00
266402	CALIBRATION OF LIGHT METER	KONICA MINOLTA SENSING AMERICAS INC	8474	676.04
266403	DEC 2024 LEGAL SERVICE PUBLIC RECORDS	KUTAK ROCK LLP	14676	4,851.00
266404	11/26-12/20 LABS	LABCORP OF AMERICA HOLDINGS	12957	1,034.50
266405	12/3-18/2024 LABS	LABCORP OF AMERICA HOLDINGS	12957	216.25
266406	NABAT MONTHLY ADVERTISEMENTS 12/2024	MARISH BOGDAN	14575	600.00
266407	FEB 2025 CLIENT RENTAL ASSIST	MBDC HOLDINGS, LLC	14770	1,200.00
266408	111617; AVERY ADDRESS LABELS, 5351 3,300/PACK	OFFICE DEPOT BUSINESS SOLUTIONS LLC	14748	857.51
266409	SEP 2024-NOV 2024 1ST FLOOR RENOVATION	PAINT CRAFTERS PLUS, INC.	14818	44,346.65
266410	DELIVERY FEE	PANERA BREAD LLC	13825	247.78
266411	DEC 2024 COBRA NOTICE LETTERS	REHN & ASSOCIATES INC	6445	28.00
266412	FEB 2025 CLIENT RENTAL ASSIST	RENCORPREALTY LLC	14445	675.00
266413	FEB 2024 CLIENT RENTAL ASSIST	RIDPATH CLUB APARTMENTS LLC	14363	1,007.00
266414	JAN 2025 CLIENT RENTAL ASSIST	RIDPATH CLUB APARTMENTS LLC	14363	152.00
266415	DEC 2024 EPH	SAYRE SAYRE & FOSSUM ATTORNEYS AT LAW	13608	4,110.00
266416	FEB 2025 CLIENT RENTAL ASSIST	SCOTT WILLIAM LAMBDIN	15090	850.00
266417	SPRINT 6 ACCELA IMPLEMENTATION	SCUBE INC	14992	8,436.00
266418	JAN 2025-DEC 2025 SITE AND SERVER MGMT	SHOE SHINE DESIGN & DEVELOPMENT LLC	15040	6,600.00
266419	DEC 2024 MONTHLY RECURRING SERVICE FEES	SMARSH INC	13961	73.07
266420	APR 2024 SRHD LOCAL FUND	SPOKANE GUILDS SCHOOL DBA JOYA CHILD & FAMILY DEVELOPMENT	3453	330,004.92
266421	12/9 INTERPRETER SRVC	SPOKANE INTERNATIONAL TRANSLATION	4796	1,546.58
266422	2 HOURS BUS PASSES	SPOKANE TRANSIT AUTHORITY	1605	50.00
266423	AUDIT22-22 INVESTIGATION 56633	STATE AUDITOR'S OFFICE	1138	2,101.00
266424	DEC 2024 BIRTH AND DEATH	STATE TREASURER'S OFFICE	4748	63,069.00
266425	DEC 2024 ESIT SRVCS	STEPPING STONES PEDIATRIC THERAPY	12817	338,150.17

Spokane Regional Health District
 Voucher Register Summary

From Voucher/Check Date: 01/01/2025
 To Voucher/Check Date: 01/31/2025

266426	11/26 MED WASTE DISPOSAL	STERICYCLE INC	8232	79.08
266427	12/31 MED WASTE DISPOSAL	STERICYCLE INC	8232	95.62
266428	SEP-DEC 2024 MILEAGE/91.8 MI	SWENNUMSON, DENNIS	14884	61.51
266429	RETIREMENT CELEBRATION	THOMPSON, CYNTHIA	12974	71.43
266430	JAN 2024-MAR 2024 HVAC SERVICE/MAINTENANCE	TRANE U.S. INC.	15031	1,314.54
266431	VIRTUAL DANCE ANNUAL PROFICIENCY ASSESSMENT REGISTRATION - KRISTEN BIDDISCOMBE	UNIVERSITY OF COLORADO DENVER	13625	72.00
266432	PRINT THE BROCHURES	WALT'S MAILING SERVICE	2000	220.88
266433	WSP BACKGROUND CHECKS FOR 2024 BLANKET PO	WASHINGTON STATE PATROL	13113	22.00
266434	RETIREMENT PARTY K. LIDBECK	WATSON-HOLTEN, LACOLA	14839	55.39
266435	MCN: THE AMERICAN JOURNAL OF MATERNAL/CHILD NURSING SUBSCRIPTION	WOLTERS KLUWER	13674	150.42
266436	DEC 2024 ESIT SRVCS	YOUTHFUL HORIZONS	10120	264,451.41
266437	OVERNIGHT SHIPPING	ALBERTSON'S COMPANIES	14836	10,490.00
266438	VAULTZ MEDICINE SAFE W/CASE COMBO LOCK	AMAZON CAPITAL SERVICES INC	14043	2,624.04
266439	DEC 2024 MILEAGE/219.2 MI+PK	BIDDISCOMBE, KRISTEN	14886	155.21
266440	42023-0159-25 INJECTABLE ADRENALIN 1MG/ML SINGLE DOSE VIAL, 25/PK	CARDINAL HEALTH 112 LLC	14004	360.61
266441	JUL-DEC 2024 MILEAGE/52 MILES	CORRAL, TAWNIE	15032	34.84
266442	JUL-DEC 2024 MILEAGE/63.4 MI	DIGGLES, TAYLOR	14479	42.48
266443	OCT-DEC 2024 MILEAGE/103.2 MI	DUGGER, AMANDA	14719	69.14
266444	JUL-DEC 2024 MILEAGE/60 MILES	DVORAK, JESSICA	14763	40.20
266445	GREENSHADES TAX FILING CENTER FOR DEFERL 1095, RENEWAL 2/28/25-2/27/26	ENCORE BUSINESS SOLUTIONS	14046	1,417.35
266446	CLAIM #C10938 3/24/2022	ENDURIS	1205	1,000.00
266447	DEC 2024 MILEAGE/75.4 MILES	FOGELQUIST, TABATHA	10503	50.52
266448	ASTROPARCHE PAPER, BLUE, 8 1/2"X11" PERFORATED, PERMIT PAPER	HEARN BROTHERS PRINTING	8518	445.81
266449	1118536; CRITERION EXAM GLOVES MEDIUM	HENRY SCHEIN INC	13581	157.84
266450	DEC 2024 MILEAGE/104.9 MI+PK	HILL, MIKKI	4138	208.57
266451	DELIVERY FEE	HORIZON DISTRIBUTORS INC	15063	909.06
266452	INSTALL 4 TENANT PANEL SIGNS	KIEMLE & HAGOOD COMPANY	13614	433.36

Spokane Regional Health District
 Voucher Register Summary

From Voucher/Check Date: 01/01/2025
 To Voucher/Check Date: 01/31/2025

266453	JUL-DEC 2024 MILEAGE/81 MILES	LABUTE, SAMANTHA	14480	54.27
266454	DEC 2024 MILEAGE/28 MILES	LESTER, KRISTIN	14805	18.76
266455	NOV 2023 HIV/STD BOARD SIGN	MINUTEMAN PRESS	14837	96.78
266456	DEC 2024 INTERNAL CONTROLS REVIEW SERVICES	MOSS ADAMS LLP	14550	4,147.50
266457	502325; OFFICE DEPOT WOODEN YARDSTICK, 36"	OFFICE DEPOT BUSINESS SOLUTIONS LLC	14748	555.61
266458	FEB 2025 12213 E BROADWAY #5-8	OKC BROADWAY LLC	14085	232.25
266459	FEB 2025 12213 E BROADWAY #5-8 SPOKANE VALLEY	OKC BROADWAY LLC	14085	4,645.00
266460	DEC 2024 INTERPRETER SERVICE	PACIFIC INTERPRETERS	10893	788.21
266461	JAN 2025-JAN 2026 PUBLIC RECORDS COMPLIANCE FOR SOCIAL MEDIA	PAGEFREEZER SOFTWARE INC.	14622	8,045.40
266462	JAN 6-7 2025 WRITING POLICIES & PROCEDURES	PEABODY COMMUNICATIONS	15092	5,500.00
266463	BUSINESS REPLY PERMIT BRM 6352000, ANNUAL RENEWAL	POSTMASTER	1784	350.00
266464	COBRA ANNUAL RENEWAL FEE 1/1/2025-12/31/2025	REHN & ASSOCIATES INC	6445	150.00
266465	RICOH STREAMLINE NX V3 MAINTENANCE AND SUPPORT, 10 POINTS, 1 YEAR INC1YR, 2/3/2025-2/2/2026	RICOH USA INC	12632	94,024.79
266466	DEC 2024 MILEAGE/173.6 MI+PK	ROSEN, SUSANA	15016	128.26
266467	DEC 2024 MILEAGE/52 MILES	RUDE, LINSEY	15026	34.80
266468	2024 BUPENORPHINE HCI CIII 2/.05 MG	SPECGX LLC	14010	720.00
266469	8 HR REFRESH COURSE HAZWOPER, IN PERSON, APRIL 2, 2025, V BARTHELS, SPOKANE LOCATION	SPRING ENVIRONMENTAL INC.	15073	540.00
266470	DEC 2024 ESIT SRVCS	STEPPING STONES PEDIATRIC THERAPY	12817	24,000.00
266471	DEC 2024 HR LEGAL #160479	SUMMIT LAW GROUP	10409	3,205.98
266472	JUL-DEC 2024 MILEAGE/100 MILES	TAXTER, ANN	14764	67.00
266473	DEC 2024 eCR SRVC & CLAIMS	THERAPY BRANDS HOLDING LLC	14419	8,246.99
266474	TRAINING: BUILDING EFFECTIVE PUBLIC HEALTH PROGRAMS (FEB-JULY 2025, KMYERS)	VILLAGEREACH	14890	4,000.00
266475	OVERNIGHT SHIPPING	WINCO FOODS INC	13661	11,020.83
266476	DEC 2024 MILEAGE/148.3 MILES	WOOD, MARY	13902	99.36
266477	DEC 2024 MILEAGE/286.7 MI+PK	YODER, JANICE E	8163	196.34
EFT B&ODEC202 4	DEC 2024 B&O EXCISE TAXES	DEPT OF REVENUE	1299	7,172.27
EFT TSRENT 0125	JAN 2025 TS RENT/PROPERTY TAX	JP SPOKANE VIII, LLC	14734	39,329.71

From Voucher/Check Date: 01/01/2025
To Voucher/Check Date: 01/31/2025

Total Number of Vouchers:	251
Total Amount:	3,042,998.17

BEFORE THE BOARD OF HEALTH
SPOKANE REGIONAL HEALTH DISTRICT

RESOLUTION # 25-01

RE: ADOPTING A 2025-2030 STRATEGIC PLAN FOR SPOKANE REGIONAL HEALTH DISTRICT

WHEREAS, according to its governance responsibilities, the Board of Health of Spokane Regional Health District assumes ultimate responsibility for public health performance in the community by providing necessary leadership, strategic planning and evaluation to support the public health agency in achieving measurable outcomes; and

WHEREAS, the Strategic Planning Core Team of Spokane Regional Health District participated in a collaborative effort with staff, management, leadership, board and community members to develop an agency strategic plan; and

WHEREAS, the Strategic Planning Core Team of Spokane Regional Health District recommends the 2025-2030 Strategic Plan; and

WHEREAS, the 2025-2030 Strategic Plan will enhance the capacity of Spokane Regional Health District to do its work and move the agency toward achieving its vision;

NOW, THEREFORE, BE IT HEREBY RESOLVED BY THE BOARD OF HEALTH, that the attached 2025-2030 Strategic Plan is adopted, and

BE IT FURTHER RESOLVED, that the Board of Health appreciates the time, dedication and thoughtfulness that all Strategic Planning Core Team members have devoted to this effort, and

BE IT FURTHER RESOLVED, that the provisions of the attached 2025-2030 Strategic Plan shall be effective immediately upon adoption.

Signed this 27th day of February, 2025 in Spokane, Washington.

SPOKANE REGIONAL HEALTH DISTRICT
BOARD OF HEALTH

COMMISSIONER AMBER WALDREF, CHAIR

COUNCIL MEMBER MICHAEL CATHCART, VICE CHAIR

COMMISSIONER MARY KUNEY

COMMISSIONER JOSH KERNS

BOARD MEMBER MONICA BLYKOWSKI-MAY

BOARD MEMBER CHARLIE DURANONA

BOARD MEMBER PATRICIA KIENHOLZ

2025 – 2030

Strategic Plan



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Acknowledgements

Thank you to everyone who contributed to the strategic planning process:

SPOKANE REGIONAL HEALTH DISTRICT STAFF

- Alicia Thompson, Administrative Officer
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- Dawnya Sanders, Program Manager 1, Treatment Services
- Dr. Francisco Velázquez, Health Officer
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- Joshua Pierce, Program Manager 2, Healthy Living
- Kasey Wilberding, Environmental Health Specialist 3, Environmental Public Health
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- Kim Kramarz, Division Director, Finance
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- Lola Phillips, Deputy Administrative Officer
- Mark Springer, Program Manager 2, Communicable Disease Investigation & Prevention
- Melissa McDaniel, Division Director, Community Health
- Misty Challinor, Division Director, Treatment Services
- Ray Byrne, Division Director, Environmental Public Health
- Ryan Drobny, Research Scientist 1, Data Center
- Robert Hammett, Information Technology Manager, Information Technology

BOARD OF HEALTH

- Amber Waldref, Spokane County Commissioner, District 2
- Patricia Kienholz, Public Health Consumer

COMMUNITY PARTNERS

- Hadda Estrada, Better Health Together
- Ryan Oelrich, Priority Spokane
- Dr. Wilfred Madarang, CHAS Health

VILLAGEREACH FACILITATORS

- Erin Larsen-Cooper, Director
- Emily Gibson, Manager



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Executive Summary

The Spokane Regional Health District (SRHD) completed a robust strategic planning process from June 2024 to February 2025 to ensure an effective approach to addressing the county's health priorities. The process incorporated the following:

Accreditation Standards

The strategic planning process was guided by the Public Health Accreditation Board's strategic planning standards.

Collaborative Approach

The plan was created by a committee of executive leadership, management, non-managerial staff, Board of Health representatives and community partners. Feedback from staff was incorporated throughout the process.

Data-Driven

Priorities were determined from the Community Health Assessment, staff and partner surveys, client surveys and a SWOT analysis.

VISION

Healthy lives.
Safe environments.
Thriving communities.

MISSION

As a leader in public health, we partner with the community to protect, promote and improve the health, wellness, safety and quality of life for all people in Spokane County.

VALUES



Collaboration

We actively seek partnerships to leverage our collective strengths for a common purpose.



Financial Stewardship

We use public funds responsibly and impactfully to improve health outcomes.



Health Equity

We respond to the evolving needs of our community by removing barriers and offering support to provide everyone the best chance at a healthy life.



Integrity

We are accountable to our community and can be relied on to be trustworthy, accurate and evidence-based.

Strategic Goals

SRHD is visible and trusted in the community

Building trust and visibility with the community is essential for achieving SRHD's mission. SRHD will make progress toward this goal by being a trusted and accessible source of timely information; ensuring staff and the public understand the role of public health in addressing community health priorities; and building strong partnerships through two-way communication and co-creation of programs.

SRHD is a model for evidence-based decision-making

Using data to assess and monitor the population's health, to investigate, diagnose and address health hazards, and to evaluate and improve programs are at the foundation of public health. To achieve this, SRHD will equip staff with the necessary roles, responsibilities, and skills to use data effectively; maintain data infrastructure and policies that facilitate collaboration and protect data integrity; implement a model for evidence-based decision-making across all divisions and programs; and ensure community partners can access SRHD data resources.

SRHD is a workplace where everyone is valued

Demonstrating to employees that they are valued and that their well-being is a priority is essential for SRHD to recruit and retain highly qualified staff and create an effective and productive work environment. SRHD will focus on recruiting and retaining highly qualified staff; fostering open communication, trust, and inclusivity with executive leadership and managers; supporting staff mental health and well-being; providing access to training and professional development; and ensuring a transparent succession strategy.

SRHD processes are transparent, efficient, and consistent

Good policies are critical to ensuring fairness, fostering trust, and streamlining operations. To accomplish this goal, SRHD will ensure district-wide policies, procedures, and administrative processes are clear, accessible, and searchable; align program and division policies with SRHD goals and values; foster an informed, positive culture around policies; and promote transparent, efficient, and consistent internal collaboration.

Background

Spokane Regional Health District (SRHD) is one of 34 local public health jurisdictions serving Washington State's 39 counties. The health district was originally established as the Spokane County Health District (SRHD) in January 1970, when the City of Spokane and Spokane County merged their health departments. In 1994, the official name was changed to Spokane Regional Health District to reflect the increased scope of public health services and geographic coverage. SRHD's Board of Health is the governing body of the health district, uniting the cities and county in a cooperative effort to oversee all matters pertaining to public health. SRHD has about 270 employees and serves over 500,000 in Spokane County.

In June of 2024, SRHD engaged VillageReach to facilitate a strategic planning process to ensure a coordinated and effective approach to addressing the district's priorities. A strategic plan sets forth what an organization plans to achieve, how it will achieve it and how it will know if it has been achieved. The strategic plan provides a guide for making decisions on allocating resources and pursuing strategies and priorities. The strategic plan focuses on the entire health district. Programs may create plans that complement and support the district's strategic plan.

Going forward, the SRHD team will review, update, and monitor their progress toward achieving the goals and objectives laid out in this plan. The plan is not static. In the cases of major changes – new health hazards or significant transitions in staffing or funding, as examples – the plan can and should be revisited and goals re-envisioned or re-prioritized. Activities and work planning will be revisited annually to ensure that the year's activities will advance the district toward meeting its strategic goals and objectives, based on the progress made in the previous year. SRHD can evaluate if any other changes need to be made to the goals and objectives at that time.

Methods

SRHD utilized a multi-method, collaborative approach to their strategic plan that aligns with standards for strategic planning outlined by the Public Health Accreditation Board. The process was led by a Strategic Planning Committee that consisted of representatives from executive leadership, management, non-managerial staff, the Board of Health, and community partners.

To ensure the strategic planning process was data-driven and responsive to diverse perspectives and needs, SRHD utilized the following sources to inform their strategic planning process:

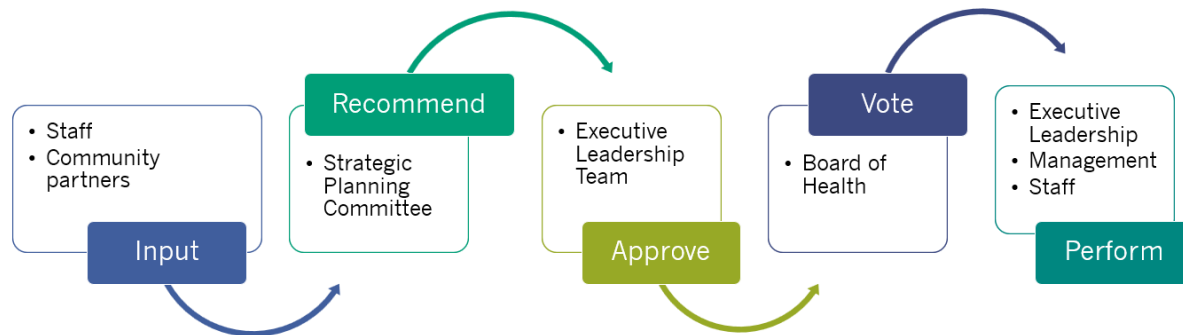
1. A review of Spokane County's most recent Community Health Needs Assessment
2. A review of all onboarding and exit surveys completed by staff in 2023 and 2024
3. Client surveys conducted by the Nurse Family Partnership and HIV Case Management programs
4. Key informant interviews with Human Resources and Finance leads
5. Strengths, weaknesses, opportunities, and threats (SWOT) analysis with input from executive leadership, management, and an anonymous staff survey
6. Results from an anonymous survey sent to staff, the Board of Health and community partners

All staff had the following opportunities to give feedback during the strategic planning process:

- An anonymous survey conducted before the plan was drafted that asked for feedback on SRHD strengths, weaknesses, and potential priorities for the strategic plan

- An in-person “data walk” where staff could review and comment on the data that was used as the basis for the strategic plan
- An anonymous survey to give feedback on the plan’s core components

Decisions on what to include in the strategic plan were made using the process below. The strategic plan was approved by the Board of Health on Feb. 27, 2025.



Vision, Mission & Values



Strategic Goals, Objectives & Metrics

By the end of February 2030, SRHD aims to achieve the following goals:

1. SRHD is visible and trusted in the community.
2. SRHD is a model for evidence-based decision-making.
3. SRHD is a workplace where everyone is valued.
4. SRHD processes are transparent, efficient, and consistent.

Details on why these goals were chosen, the objectives required to achieve them and the metrics that will be used to measure success are outlined in the following pages.

COMMUNITY TRUST

Goal 1: SRHD is visible and trusted in the community.

RATIONALE

Building trust and visibility with the community is essential for achieving SRHD's mission. Staff and partners identified community trust and community awareness of SRHD's work as a key measure of success for the strategic plan. SRHD has a solid foundation to build upon. A strong community presence and robust partnerships came up frequently as one of SRHD's strengths in surveys. There are also areas where SRHD can improve, including faster and more transparent communication with partners and greater trust and visibility with marginalized communities.

OBJECTIVES

1. SRHD is a trusted and accessible source of timely information especially for communities most impacted by health inequities.
2. Staff and the public understand SRHD's roles and responsibilities to address health issues prioritized in the Community Health Improvement Plan.
3. SRHD has strong partnerships with philanthropic organizations and public-private entities to address public health issues.
4. SRHD maintains strong two-way communication with key community segments such as healthcare, K-12 education, housing service providers and government agencies.
5. SRHD staff understand health equity and apply it through co-creation with community organizations and leaders in developing and implementing projects, programs, communications, and budgets.

METRICS

In addition to tracking the completion of activities for each objective, metrics will be reviewed regularly to evaluate whether activities are having their intended impact.

Objective	Metrics
Trusted & reliable source of information	<ul style="list-style-type: none">• Increased number of engagements with website and social media• Increased number of resources on the website in languages other than English• Increased number of real-people stories in communication outlets
Clear role in Community Health Improvement Plan Priorities	<ul style="list-style-type: none">• Increased community understanding of SRHD role demonstrated in the Quality-of-Life Survey• Increased staff understanding of SRHD role demonstrated in an annual staff survey (See Appendix A, Question 1)
New and enhanced partnerships	<ul style="list-style-type: none">• Increased partnership strength according to a community partner survey
Consistent two-way communication	<ul style="list-style-type: none">• Increased number of external partners reading SRHD's newsletters• Results from an annual survey of participants on the impact of meetings with healthcare and education partners
Enhance health equity and co-creation	<ul style="list-style-type: none">• Increased "health equity" scores on the annual staff survey (See Appendix A, Question 2)

EVIDENCE-BASED DECISION-MAKING

Goal 2: SRHD is a model for evidence-based decision-making.

RATIONALE

Using data to assess and monitor the population's health, to investigate, diagnose and address health hazards, and to evaluate and improve programs are at the foundation of public health. In the partner and staff surveys, external partners highlighted SRHD's ability to collect, analyze and share data to inform public health strategy as a key strength. Staff highlighted the importance of evidence-based decision-making to build community trust and ensure the effectiveness of programs. To build on this strength, SRHD will increase staff skills, create policies and infrastructure to support evidence-based and transparent decision-making and ensure that community partners are aware of SRHD data resources.

OBJECTIVES

1. Staff are equipped with the necessary roles, responsibilities, and skills to enable program staff to use data effectively in their day-to-day work and enable data center staff to concentrate on the organization's most critical data needs.
2. SRHD data infrastructure and policies facilitate collaboration, protect data integrity, and stay current with changes in technology and public health informatics.
3. SRHD has a model for evidence-based decision-making that is used across all divisions and programs.
4. Community partners are aware of and access SRHD data resources to support informed decision-making.

METRICS

Objective	Metrics
Roles, responsibilities, and skills	<ul style="list-style-type: none">• Increased program staff participation in the Data Science Community of Practice and Quality Council
Infrastructure and policies	<ul style="list-style-type: none">• Metrics to be determined in Year 2 after a gap analysis of current data infrastructure and data policies conducted
Model for evidence-based decision-making	<ul style="list-style-type: none">• Every program has clearly defined key performance metrics that are regularly reviewed
Partner awareness and access	<ul style="list-style-type: none">• Increased use of data by partners according to a community partner survey• Increased number of views or downloads of online data

A WORKPLACE WHERE EVERYONE IS VALUED

Goal 3: SRHD is a workplace where everyone is valued.

RATIONALE

Demonstrating to employees that they are valued and that their well-being is a priority is essential for SRHD to recruit and retain highly qualified staff and create an effective and productive work environment. Staff surveys highlighted work-life balance and flexibility as key strengths of SRHD, along with areas for improvement including communication, trust, and transparency between staff, executive leadership, and managers, and enhancing staff morale. To further build a supportive and inclusive workplace, SRHD will build on these strengths while addressing areas for improvement.

OBJECTIVES

1. SRHD recruits and retains highly qualified staff.
2. Executive leadership and managers model open communication, trust, and inclusivity.
3. SRHD fosters an environment that supports mental health and well-being among employees.
4. Staff have access to the training and professional development opportunities they need to do their jobs and grow in their careers.
5. SRHD has a transparent succession strategy.

METRICS

Objective	Metrics
Recruit and retain staff	<ul style="list-style-type: none">• Reduction in staff turnover (disaggregated by division)• Increased number of staff utilizing tuition reimbursement• 100% of staff complete annual review
Open communication, trust, and inclusivity	<ul style="list-style-type: none">• Increase staff reporting “yes” to the question: “I am feeling welcome here.” on 90-day onboarding surveys• Decrease in staff reporting that difficulty with management was “extremely” or “very” influential in their decision to resign• Improved scores on the Augusta scale (See Appendix A)
Employee well-being	<ul style="list-style-type: none">• Improved scores on the Augusta scale (See Appendix A)
Training and professional development	<ul style="list-style-type: none">• 100% of staff have completed an introduction to public health training• Improved scores on the Augusta scale (See Appendix A)
Career pathways and succession plans	<ul style="list-style-type: none">• % of management and executive leadership positions filled with qualified internal candidates

STREAMLINE INTERNAL PROCESSES

Goal 4: SRHD processes are transparent, efficient, and consistent.

RATIONALE

Transparent, efficient, and consistent policies are critical to ensuring fairness, fostering trust, and streamlining operations. The staff survey highlighted transparency, efficiency and consistency in policies and procedures as areas for improvement. SRHD is dedicated to implementing processes and procedures that enable efficient operations and promote program effectiveness.

OBJECTIVES

1. District-wide policies, procedures and administrative processes are transparent, efficient, and consistent.
2. District-wide policies and processes are clear, accessible, and searchable.
3. Program and division policies and procedures are aligned with SRHD goals and values, well understood, and communicated to relevant staff.
4. SRHD has an informed, positive culture around policies that focuses on the benefits of policies and procedures and how they align with the values and goals of the district.
5. Internal collaboration is transparent, efficient, and consistent.

METRICS

Objective	Metrics
Transparent, efficient, and consistent district-wide policies	<ul style="list-style-type: none">• % of district-wide policies and procedures updated on schedule• % of district-wide policies that align with the Peabody Method
Clear, accessible, and searchable district-wide policies	<ul style="list-style-type: none">• # of district-wide policies stored in a centralized location
Well-understood program and division policies aligned with SRHD goals and values	<ul style="list-style-type: none">• Clearly documented approval process for all program and division changes• New program and division policies and/or changes are shared with all relevant employees for awareness• Electronic access for all communication and change plans
Informed, positive culture around policies and procedures	<ul style="list-style-type: none">• Improvement on policy related question(s) from annual staff survey (See Appendix A, Question 3)• 100% of employees sign acknowledgment of policies and procedures
Internal collaboration is transparent, efficient, and consistent	<ul style="list-style-type: none">• Improved scores on the Augusta scale (See Appendix A, Question 10)

Operationalizing the Strategic Plan

This strategic plan will be operationalized using four main tactics:

ENSURE INTERNAL UNDERSTANDING OF THE STRATEGIC PLAN

All staff – existing and new – must be aware of the strategic plan and fully understand all its elements. The more staff regularly engage with the plan, the more likely they are to use the strategic plan in decision making. To ensure internal understanding of the strategic plan, SRHD will:

- Provide staff with a copy of the plan and ensure time for questions during staff orientation.
- Post the mission, vision, and values somewhere staff can frequently see it, such signs posted on the walls or making it visible on the lockscreen.
- Store the electronic version plan in a central location that all staff have access to.
- Regularly share progress toward achieving the goals and objectives of the strategic plan during the Staff Forum and/or in the Hubbub.
- Reference the plan when communicating to staff on SRHD decisions, resource allocation and scope of work.

PROMOTE EXTERNAL AWARENESS OF THE STRATEGIC PLAN

The strategic plan is an important communication tool for partners and the public to explain why SRHD exists, its key priorities, and how it approaches its work. To communicate the strategic plan externally, SRHD will:

- Create a press release to announce the adoption of the strategic plan.
- Post a copy of the strategic plan, in multiple languages, on the website.
- Host an annual “State of the Health District” forum to share progress on the strategic plan.

USE OF STRATEGIC PLANNING IN DECISION-MAKING

A strategic plan helps organizations prioritize how to allocate time and resources. The following outlines how the strategic plan is used in decision-making at the organizational and individual level.

- Create a checklist or form for new work and/or funding proposals to evaluate how work aligns with the strategic plan.
- Programs and divisions create plans on how they can enact the strategic plan within their team or scope of work.
- Supervisors have regular meetings with staff to discuss their goals and how they relate to the strategic plan.

HOLD REGULAR STRATEGIC PLAN REVIEW MEETINGS

The executive leadership team will review progress on the strategic plan at least quarterly. Results from the review meetings will be shared with all staff and the Board of Health. Progress toward the metrics will be reviewed at least once per year. The review meeting brings staff together to reflect on what is working and what course adjustments are needed. Changes are needed more frequently at the granular level. For example, the workplan will change at least annually. If there are major changes to the context, fundamental shifts in priorities, or aspects of the plan that truly aren't working or benefiting the team, then the goals and objectives can and should be changed. The best practices for strategic plan review meetings are in Appendix B.

Appendix A: Questions for Surveys

Questions 1 is adapted from [Wilder Collaboration Factors Inventory](#). Question 2 is from the staff assessment currently conducted by the Health Equity team. Question 3 is taken from the [National Institute for Occupational Safety and Health Well-being Questionnaire](#). Questions 4 through 24 are from the Augusta Scale, aligned with the Office of the Surgeon's General's framework on workplace mental health and well-being. When possible, data will be disaggregated by division and program. Each question is scored on the following scale:

- a. Strongly disagree
- b. Somewhat disagree
- c. Somewhat agree
- d. I strongly agree
- e. Not applicable

SURVEY QUESTIONS

1. I have a clear sense of SRHD's role and responsibility in addressing [X priority].¹
2. I know how to incorporate health equity practices into my work.
3. SRHD systems and processes adequately support me to get my work done effectively.
4. I feel safe from any physical harm.
5. I am aware of policies and programs related to diversity, equity, inclusion, and accessibility.
6. I feel safe from psychological harm.
7. I can talk freely about mental health issues.
8. I can get support for mental health issues.
9. I am able to get adequate rest.
10. I am able to collaborate with others and work in a team.
11. I am able to create trusted relationships with colleagues.
12. I feel that I belong to a team.
13. I feel included in my team.
14. I have autonomy in my work environment.
15. I am able to take paid leave.
16. My colleagues respect my boundaries between work and non-work time.
17. I can develop my own work schedule.
18. I can make my work schedule as flexible and predictable as possible.
19. I earn a living wage (i.e., a wage that is high enough to maintain a normal standard of living).
20. I am involved in workplace-related decisions.
21. I feel connected to the organization's mission.
22. My contribution is acknowledged and rewarded from time to time.
23. I receive sufficient opportunities for training, education, and mentoring. I regularly receive appropriate feedback on my work.
24. I have clear and equitable pathways for career advancement.

¹ Ask the question separately for each of the top 3 CHIP priorities.

Appendix B: Strategic Plan Review Meetings

CONDUCTING A STRATEGIC PLAN REVIEW MEETING

Each strategic plan review meeting should cover four essential agenda items:

1. REVIEW OF METRICS

Have responsible team members update the results into the metric tracking sheet before the meeting. Metrics can be simple – such as a red, yellow, green rating on progress – if they give an honest indication of progress. The group then reviews the metrics together to see if they are on track to achieve the objective.

2. PROBLEM IDENTIFICATION

For indicators that are on track or exceeding expectations, take a moment to celebrate success, recognize individual contributors, and call out some of the reasons that enabled the success. Then identify indicators that are not on track for further discussion. Effective strategic plan reviews often spend the bulk of their time on indicators that are not progressing.

3. ROOT CAUSE ANALYSIS

Root cause analysis can be structured or simply free discussion on what is inhibiting progress. Sometimes people use the “[Five Whys](#)” approach in which for each problem identified, the team asks “why?” until they get from the surface answer (e.g., we don’t have time) to a deeper root cause (e.g., we are spending our time on the wrong things).

4. ACTION PLANNING

By the end of the meeting, you want to identify key actions for addressing challenges and overcoming root causes. Action items should be time-bound, assigned to an individual and followed up at the next meeting. A review of action items from the last meeting should be a standing agenda for future meetings. If action items are completed but progress is still stalled, you may need to relook at your root cause analysis to try new tactics.

TIPS FOR RUNNING A GOOD STRATEGIC PLAN REVIEW MEETING

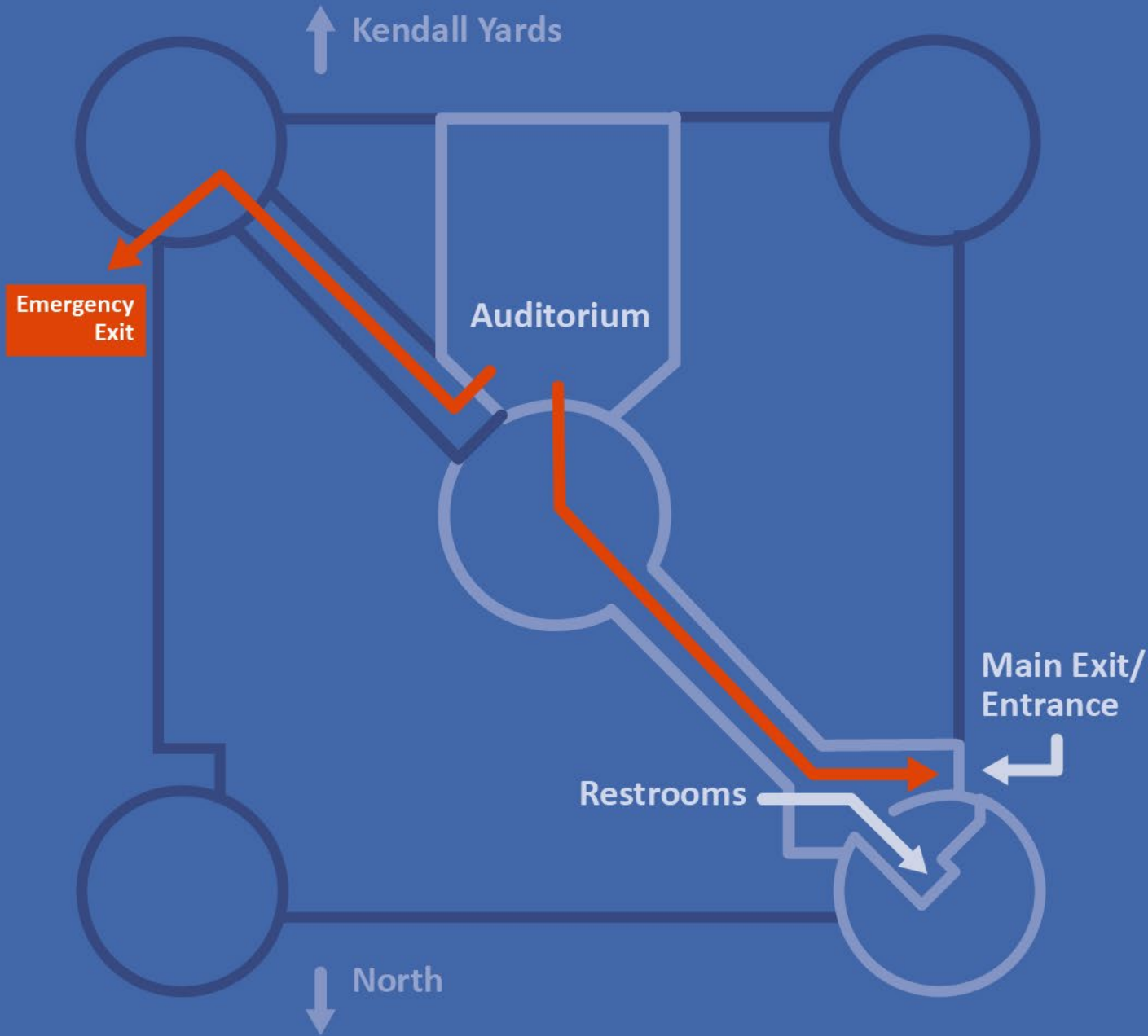
- Integrating strategic plan reviews into an existing meeting – like a regularly occurring staff or team meeting – decreases the burden of setting up a new meeting, finding a time, and ensuring the meetings are sustained.
- Ensure you have adequate time to discuss challenges and determine action items. This may mean extending your meeting time to accommodate discussion or splitting the review up into multiple meetings. For example, you could hold a review meeting each month, focusing on only one strategic goal per month.
- Ensure you have the correct people at the meeting. You should ensure that you have the following people present:
 - Those who are close to the work and are responsible for the day-to-day tasks that help enable progress toward your objectives.
 - Leaders with decision-making authority to help team members follow up on action items and enable staff to make needed changes to their work.
 - People who view the work from different disciplines or perspectives.

- Start with the metrics and data you have. The review meetings may illuminate challenges with how you measure progress or additional information you want/need to better evaluate progress. This is to be expected, and you can make changes and improvements to your metrics over time.
- Executive leadership buy-in and participation is essential. Leadership can show support for the process by:
 - Showing up to strategic review meetings; rarely cancelling or missing them.
 - Fostering candid discussion where it's okay to illuminate and discuss challenges.
 - Supporting the team in addressing challenges, unblocking issues, and escalating issues that may require wider institutional support.
 - Acknowledging and celebrating team and individual successes. Examples may include verbal acknowledgement of team or individual success inside and outside the review meetings, thank you cards (or emails) celebrating success, giving a formal or informal award to the team with the biggest improvement since the last meeting and allowing for things like cheering and applause in meetings.



Board of Health

February 27, 2025



Thursday, DATE
Board of Health

Welcome

Meeting agenda
located on front table



SRHD Board of Health

Administrative Officer Report

Thursday, February 27, 2025
12:30 p.m.

Alicia M. Thompson, DrPH, LMSW
Administrative Officer
Spokane Regional Health District

Agenda

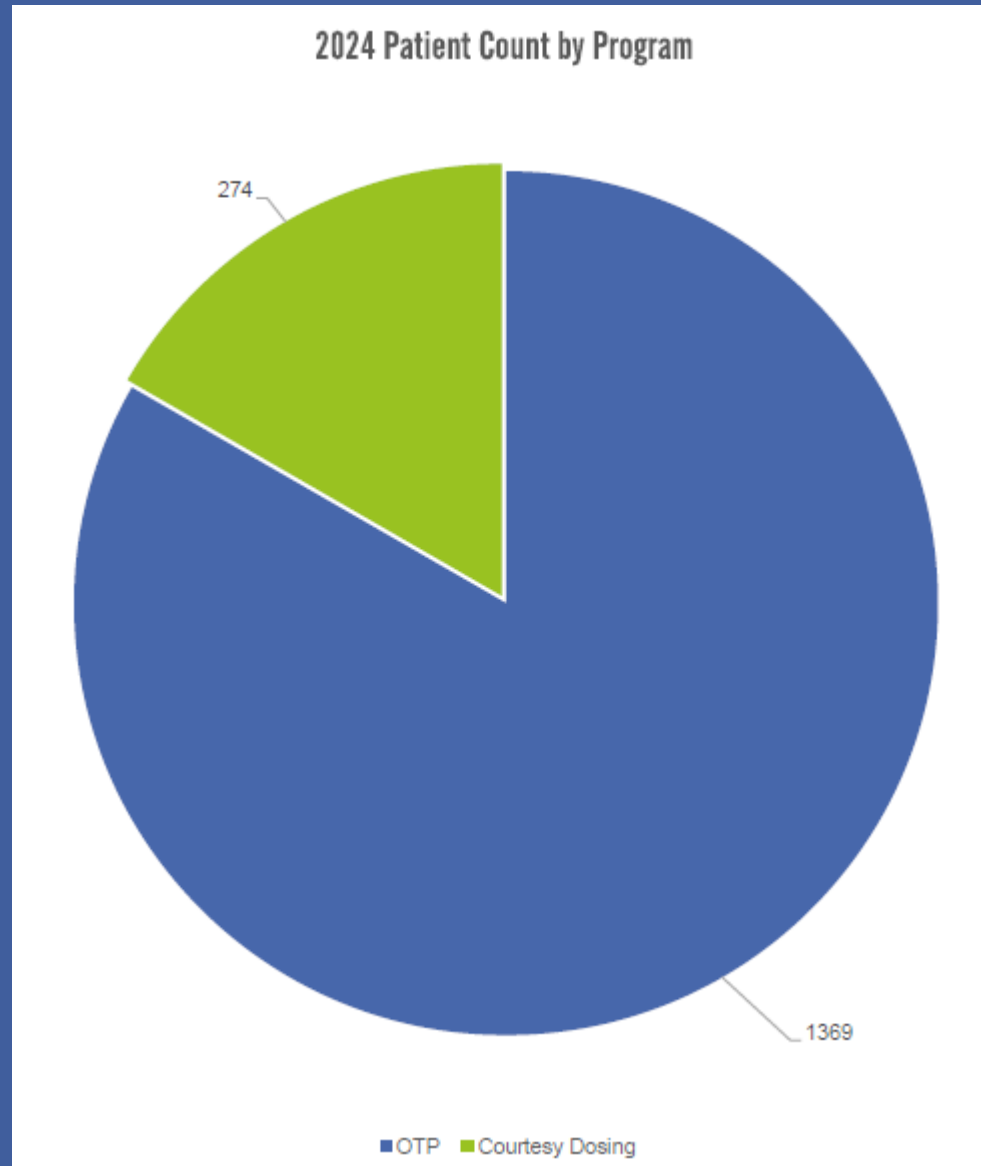


- **Treatment Services Update**

January 2025 Expenses & Revenue

Expenses	2025 Budget	January	2024 YTD	Budget Remaining	YTD %
Salaries	\$ 5,026,655	\$ 403,063	\$ 403,063	\$ 4,623,592	8.0%
Benefits	\$ 1,855,764	\$ 142,984	\$ 142,984	\$ 1,712,780	7.7%
Supplies	\$ 633,452	\$ -	\$ -	\$ 633,452	0.0%
Services	\$ 1,656,687	\$ 47,926	\$ 47,926	\$ 1,608,761	2.9%
Capital Equipment	\$ 20,000	\$ -	\$ -	\$ 20,000	0.0%
Indirects	\$ 1,040,482	\$ 65,346	\$ 65,346	\$ 975,136	6.3%
Total Treatment Services Expenses	\$ 10,233,040	\$ 659,319	\$ 659,319	\$ 9,573,721	6.4%
Funding	2025 Budget	January	2024 YTD	Budget Remaining	YTD %
Medicaid	\$ 7,451,029	\$ 648,079	\$ 648,079	\$ 6,802,950	8.7%
Medicare	\$ 1,583,726	\$ 125,855	\$ 125,855	\$ 1,457,871	7.9%
Fees (private pay, insurance)	\$ 984,885	\$ 58,768	\$ 58,768	\$ 926,117	6.0%
Indirect Federal - Substance Abuse Block Grant (SABG) through Spokane County	\$ 145,000	\$ 14,329	\$ 14,329	\$ 130,671	9.9%
State - Criminal Justice Treatment Account (CJTA) through Spokane County	\$ 45,000	\$ 3,424	\$ 3,424	\$ 41,576	7.6%
Employee Parking - 8th Avenue Lot	\$ 23,400	\$ 1,848	\$ 1,848	\$ 21,552	7.9%
Donations/Misc	\$ -	\$ -	\$ -	\$ -	0.0%
Total Treatment Services Funding	\$ 10,233,040	\$ 852,303	\$ 852,303	\$ 9,380,737	8.3%
Increase (Decrease) to Fund Balance	\$ 0	\$ 192,984	\$ 192,984		

2024 Patient Count by Program



2024 Total Patients Turned Away

6/13 to 12/31

Reason	Sum of # of potential clients turned away
Insurance Not Active	1
No Available Spot	186
No Identification	13
Not Appropriate for Services at SRHD	5
Grand Total	205

January 2025 Total Patients Turned Away

Reason	Sum of # of potential clients turned away
No Identification	4
Grand Total	4

January 2025 Services Provided

	2024 Total	2025 Jan
Individual Counseling Sessions	7,881	752
Telehealth Counseling Sessions	553	57
Group Counseling Sessions	1,279	101
Annual Physicals	813	53
Dose Evaluations	1,669	66
Narcan Education	125	9
Restarts	509	38
Assessments	520	44
Days from Referral to Admit	0.43	0
Transfers/Discharges	516	52

January 2025 Services Provided

- 968 – Unique Clients dispensed medication total
 - 31342 – Methadone (10mg/mL) doses
 - 953 unique patients
 - 3,327,192 mg total
 - 476 – Methadone (Clear, 10mg/mL) doses
 - 11 unique patients
 - 44,600 mg total
 - 195 - Buprenorphine/Naloxone Film doses
 - 4 unique patients
 - 2,072 mg total
 - Crossovers in patients will exist due to changing from Methadone to Buprenorphine/Naloxone or vice versa.

January 2025 Services Provided

Appointment Status

53.3% - Checked In

25.1% - No Show

Remaining percentages are made up of: Cancelled by Provider, Pending, Cancelled by Patient, Rescheduled (by Patient/by Provider)

2024 & January 2025 Services Provided

2024 – Courtesy Dosing Encounters

- 274 – Unique Clients dispensed medication total
 - 8205 – Methadone (10mg/mL) doses
 - 274 unique patients
 - 918,716 mg total
 - 0 – Methadone (Clear, 10mg/mL) doses
 - 0 - Buprenorphine/Naloxone Film doses

January 2025 – Courtesy Dosing Encounters

- 55 – Unique Clients dispensed medication total
 - 1099 – Methadone (10mg/mL) doses
 - 54 unique patients
 - 118,353 mg total
 - 6 – Methadone (Clear, 10mg/mL) doses
 - 1 unique patient
 - 960 mg total
 - 0 - Buprenorphine/Naloxone Film doses

January 2025 & 2024 Services Provided

January 2025 - Jail Encounters

- 698 – Jail doses delivered
 - 36 unique patients

2024 Jail Encounters

- 5593 – Jail doses delivered
 - 145 unique patients

Questions?



Board of Health

September 26, 2024

Expenses	2025 Budget	January	2025 YTD	Budget Remaining	YTD %
Salaries	\$ 22,629,691	\$ 1,927,204	\$ 1,927,204	\$ 20,702,487	8.52%
Benefits	\$ 8,287,276	\$ 651,705	\$ 651,705	\$ 7,635,571	7.86%
Supplies	\$ 1,508,546	\$ 54,136	\$ 54,136	\$ 1,454,410	3.59%
Services	\$ 23,298,049	\$ 652,359	\$ 652,359	\$ 22,645,691	2.80%
Leasehold Improvements/Capital Outlay	\$ 1,850,000	\$ -	\$ -	\$ 1,850,000	0.00%
Total Agency Expenses	\$ 57,573,562	\$ 3,285,404	\$ 3,285,404	\$ 54,288,158	5.71%
Funding	2025 Budget	January	2025 YTD	Budget Remaining	YTD %
Federal Indirect Grants	\$ 7,780,600	\$ 14,329	\$ 14,329	\$ 7,766,271	0.18%
State Grants	\$ 20,484,024	\$ 3,424	\$ 3,424	\$ 20,480,600	0.02%
Interlocal Grants	\$ 515,885	\$ -	\$ -	\$ 515,885	0.00%
Medicare/ Medicaid	\$ 9,365,158	\$ 799,217	\$ 799,217	\$ 8,565,941	8.53%
Fees/Permits	\$ 5,649,267	\$ 709,898	\$ 709,898	\$ 4,939,369	12.57%
Foundational Public Health Services (FPHS)	\$ 6,060,416	\$ 3,098,000	\$ 3,098,000	\$ 2,962,416	51.12%
Public Health- Appropriations/State of WA	\$ 2,877,318	\$ -	\$ -	\$ 2,877,318	0.00%
Spokane County Contribution	\$ 2,053,960	\$ -	\$ -	\$ 2,053,960	0.00%
Interest and Other Earnings	\$ 425,000	\$ -	\$ -	\$ 425,000	0.00%
Donations/Foundations	\$ 175,351	\$ -	\$ -	\$ 175,351	0.00%
Rents (parking lots)	\$ 43,400	\$ 3,018	\$ 3,018	\$ 40,382	6.95%
Assigned Reserves Usage	\$ 2,143,184	\$ -	\$ -	\$ 2,143,184	0.00%
Total Agency Funding	\$ 57,573,562	\$ 4,627,886	\$ 4,627,886	\$ 52,945,677	8.04%

Reserve Balance Change	\$ -	\$ 1,342,482	\$ 1,342,482
------------------------	------	--------------	--------------

Reserves				
<u>Unassigned Reserves</u>				
Total Unassigned Reserves (Goal 20%)	24%	\$ 13,671,532	*	
<u>Committed Reserves</u>				
Board Emergency		\$ 1,500,000		
<u>Assigned Reserves</u>				
Building	\$ 500,000			
Building - ADA	\$ 680,000			
Building - Clean Buildings Act	\$ 1,125,000			
Information Technology	\$ 87,703			
EPH Software Upgrade	\$ 343,750			
EPH Solid Waste	\$ 165,511			
EPH Food	\$ 189,133			
EPH Schools	\$ 90,959			
EPH Water Recreation	\$ 1,399			
Treatment Services EHR Replacement	\$ 500,000			
Total Assigned Reserves		\$ 3,683,455		
Total Reserves as of 11/30/24 *		\$ 18,854,987		
* 2024 year-end not closed				



2025 Board of Health

Legislative Session Update

Lola Phillips

Deputy Administrative Officer
Spokane Regional Health District

Lphillips@srhd.org

Important Dates

- February 28** Fiscal Committee cutoff *house of origin*
- March 12** Floor cutoff *house of origin*
- April 2** Policy Committee cutoff *opposite house*
- April 8** Fiscal Committee cutoff *opposite house*
- April 16** Floor cutoff *opposite house*
- April 27** Sine die

High and Medium Bill Priority

Community Wellbeing & Resilience



HB 1380 Utilization of public property *(HC Appropriations)*

SHB 1238 Rare disease advisory council *(Referred Appropriations)*

HB 1531 Communicable diseases *(Referred Rules 2)*

HB 1674 Hepatitis B/C screening *(Referred Health Care & Wellness)*

Community Wellbeing & Resilience



HB 1520 Pharmacist scope of practice

HB 1186 Medication dispensing *(RC/2nd Reading)*

SB 5019 Prepacked medication distribution *(RC/2nd Reading 2/7)*

SB 5335 Rural nursing education *(W&M)*

SB 5372 Medicaid access program *(SC/Health 2/20)*

Substance Abuse Prevention, Treatment & Recovery



SB 5201 Psychedelic substances *(SC/L&C no action 2/21)*

SB 5229 Civil commitment for revival by
opioid overdose reversal medication *(W&M 2/3)*

Environmental Public Health



SB 5632 On-site sewage systems *(W&M)*

HB 1154 Solid waste *(RC 2/21)*

SHB 1497 Waste material *(ES 2/26)*

SB 5033 PFAS *(ES/SC/W&M 2/26)*

SHB 1303 Environmental justice *(HC 2/19)*

Questions?



Thank you



Board of Health

February 27, 2025



SRHD Board of Health

Health Officer's Report

Thursday, February 27, 2025
12:30 p.m.

Francisco R. Velázquez, MD, SM, FCAP
Health Officer
Spokane Regional Health District

I. Communicable Disease Update

- a. Pertussis
- b. Shigella
- c. Respiratory Illnesses

II. Public Health Update

- a. Measles Outbreak U.S. and Canada

III. Community Collaborations

- a. Quality of Life Survey 2025



Communicable Disease Update



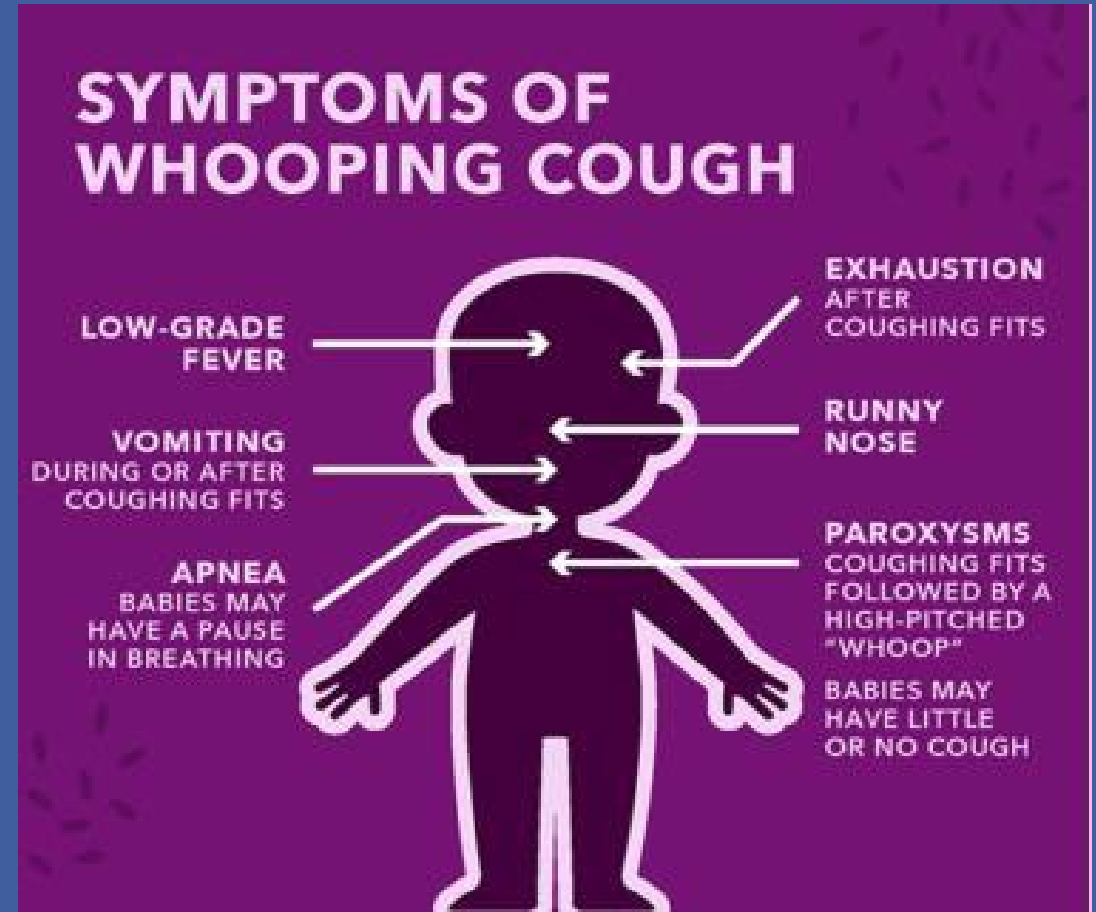
Pertussis

Current Situation in Washington State

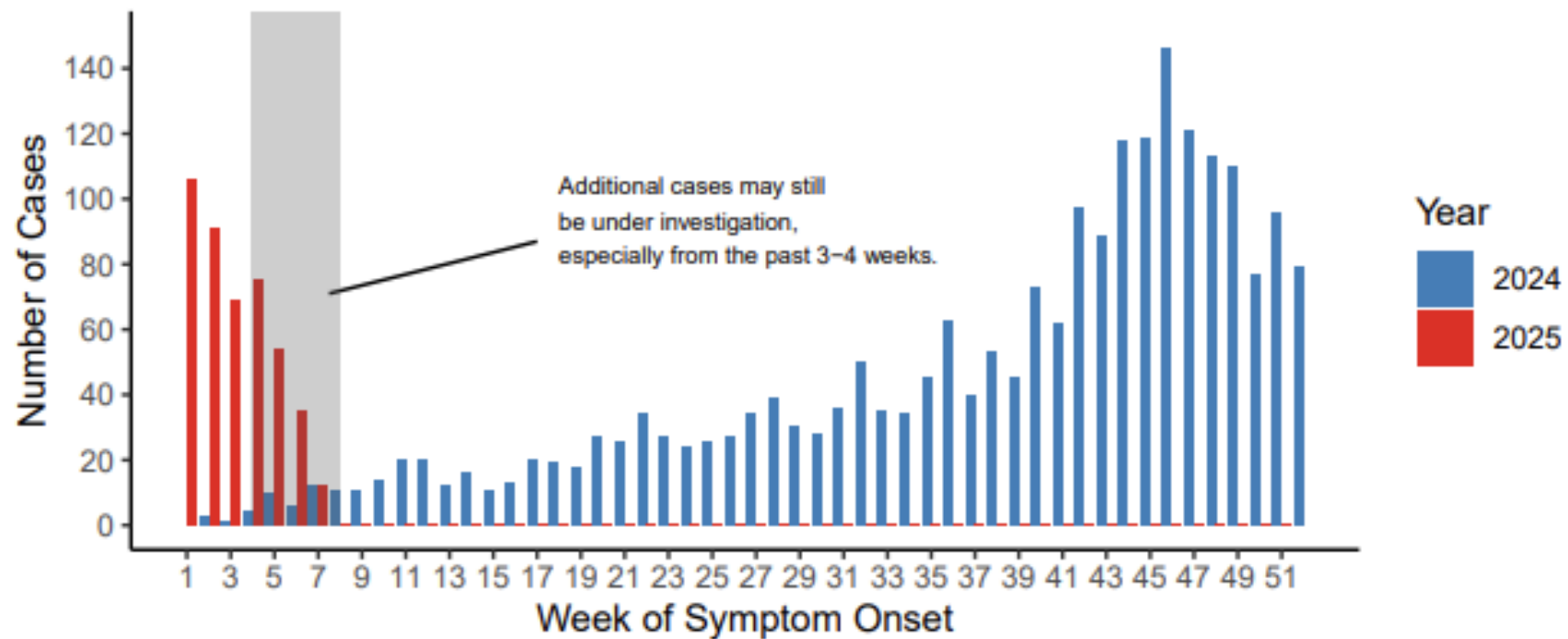
There have been a total of 442 confirmed and probable cases reported statewide during 2025 as of 11/28/2024, compared to 44 cases during the same period in 2024 (State Average 85 cases/Year). Multiple jurisdictions have reported increases.

Persons at high risk for pertussis:

- Infants <1 year old (who are at greatest risk for severe disease and death)
- Pregnant women in the last trimester (who may expose infants)
- Healthcare workers with direct patient contact (who may expose infants, pregnant women, or others who have contact with infants or pregnant women)
- Anyone who may expose infants < 1 year old or pregnant women (e.g., childbirth educators, childcare workers, members of a household with infants).



Pertussis (WA State)



WA State Pertussis Cases by County, 2025 weeks 1 - 7

County	Number of Cases	OFM 2023 Population	Rate per 100,000 persons
Spokane	101	554,598	18.2
Clark	84	527,401	15.9
King	60	2,347,795	2.6
Snohomish	55	859,802	6.4
Whatcom	26	235,804	11.0
Pierce	23	946,299	2.4
Yakima	20	261,199	7.7
Kitsap	13	283,206	4.6
Cowlitz	12	113,003	10.6
Thurston	10	303,399	3.3
Grant	6	103,298	5.8
Island	6	88,148	6.8
Skagit	5	132,000	3.8
Adams	4	21,201	18.9
Kittitas	4	47,300	8.5
Lewis	3	84,076	3.6
Stevens	3	47,350	6.3
Klickitat	2	23,257	8.6
Skamania	2	12,002	16.7
Asotin	1	22,655	4.4
Benton	1	215,502	0.5
Whitman	1	48,097	2.1

WA State Pertussis Cases by Age Group, 2025 weeks 1 - 7

Age Group	OFM 2023 Population	Number of Cases	Rate per 100,000 persons	% of cases by age group*
< 1	84,955	30	35.3	7
1 - 4	346,178	94	27.2	21
5 - 9	466,999	54	11.6	12
10 - 13	399,709	53	13.3	12
14 - 18	491,695	116	23.6	26
19 - 24	609,102	35	5.7	8
25 - 44	2,265,912	34	1.5	8
45 - 64	1,895,269	13	0.7	3
65+	1,391,354	13	0.9	3
All ages	7,951,173	442	5.6	100

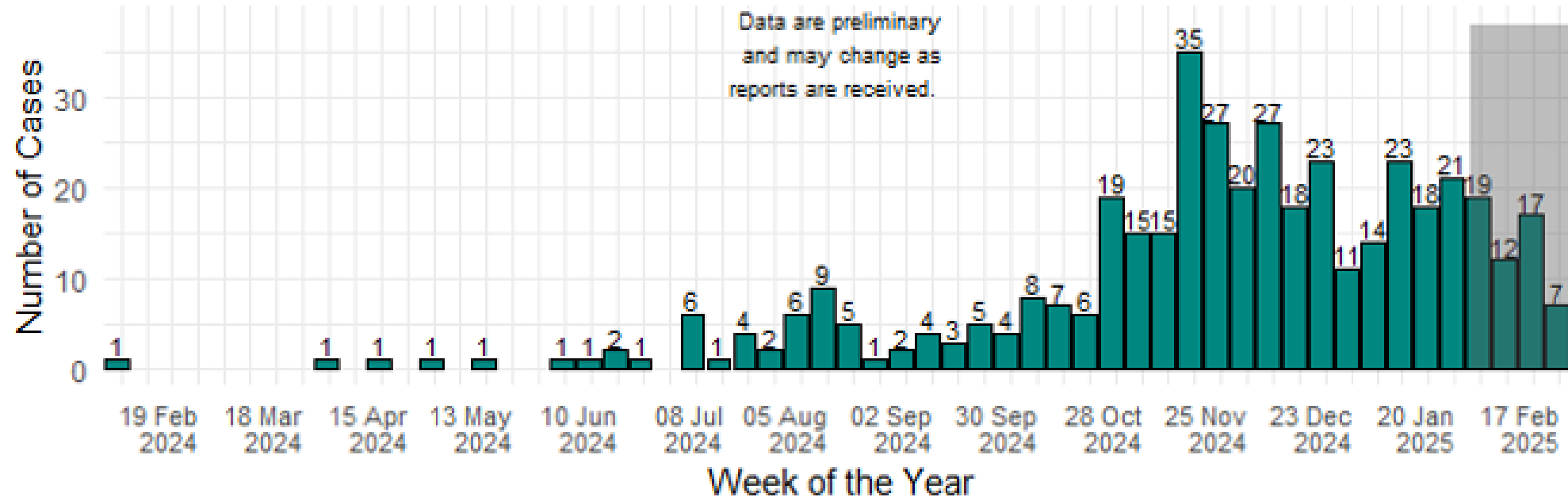
**Due to rounding, percentages may not always add up to 100%*

The overall year-to-date incidence rate is 5.6 pertussis cases per 100,000 Washington residents from weeks 1 through 7, with an incidence rate among infants under one year of age of 35.3 cases per 100,000 (see Table 1). Infants under one year of age are among the most vulnerable to severe pertussis disease.

Of the 30 infants who had pertussis so far in 2025: 28 were old enough to have received a dose of pertussis-containing vaccine, and 9 (30%) had received at least one dose.

Epidemiological Curve for Pertussis Cases in Spokane County

Lab confirmed, suspected, and probable cases

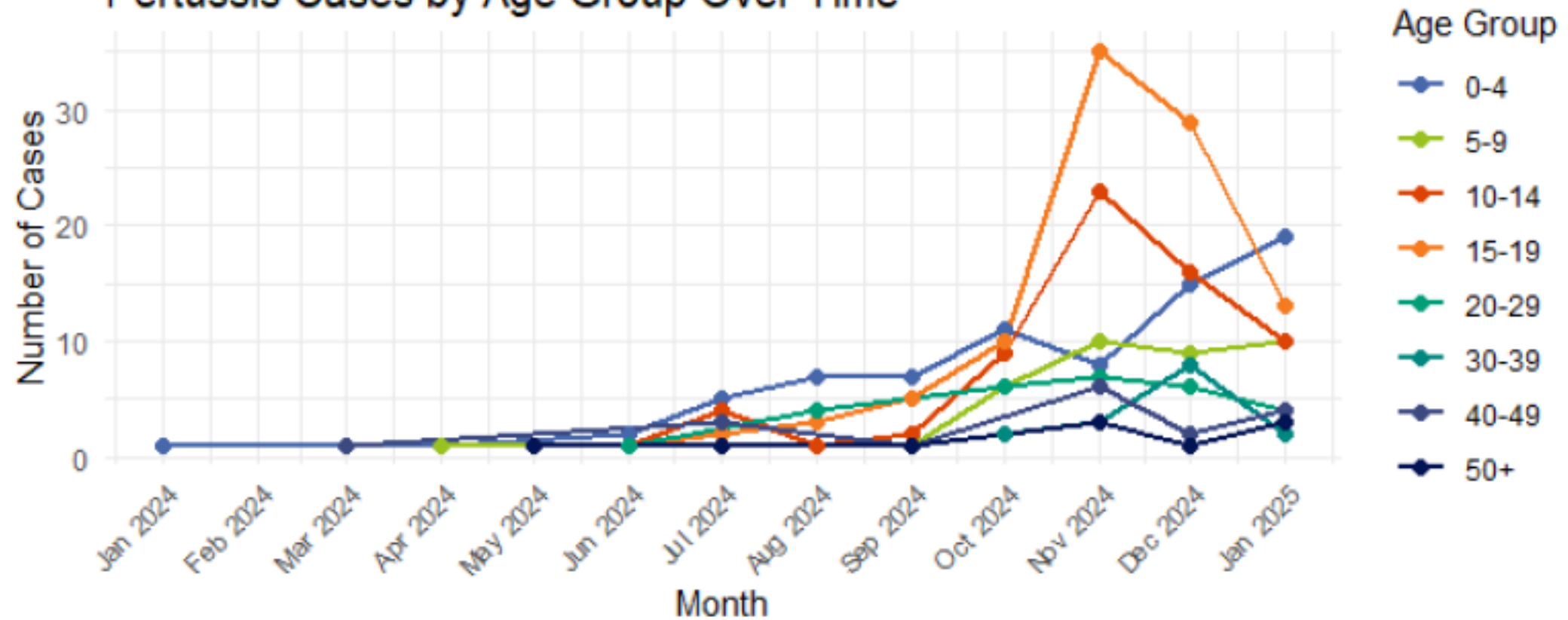


n = 424 Pertussis Cases; Data aggregated by week based on lab collection date

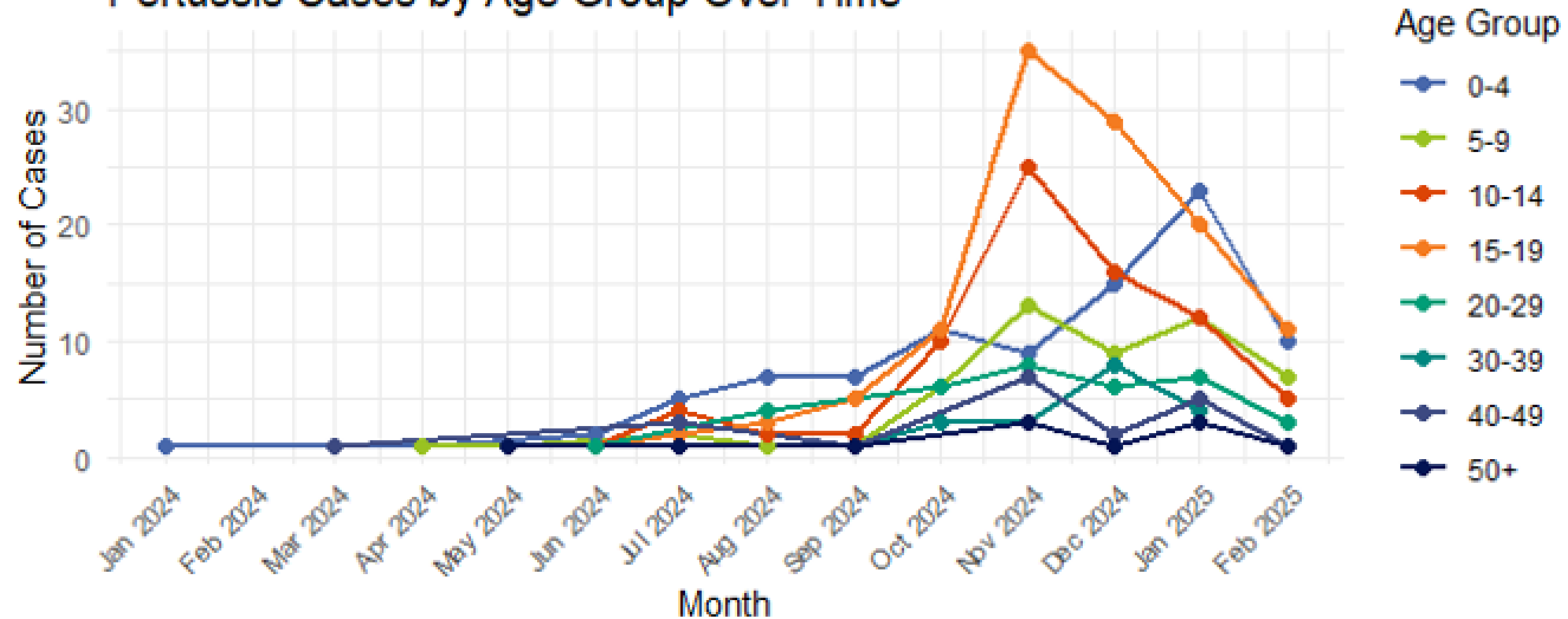
Age Groups of Pertussis Cases

Age Category	Count	Percentage
0-4	91	21.5%
5-9	53	12.5%
10-14	77	18.2%
15-19	117	27.6%
20-29	35	8.3%
30-39	20	4.7%
40-49	20	4.7%
50+	11	2.6%

Pertussis Cases by Age Group Over Time



Pertussis Cases by Age Group Over Time





Shigella

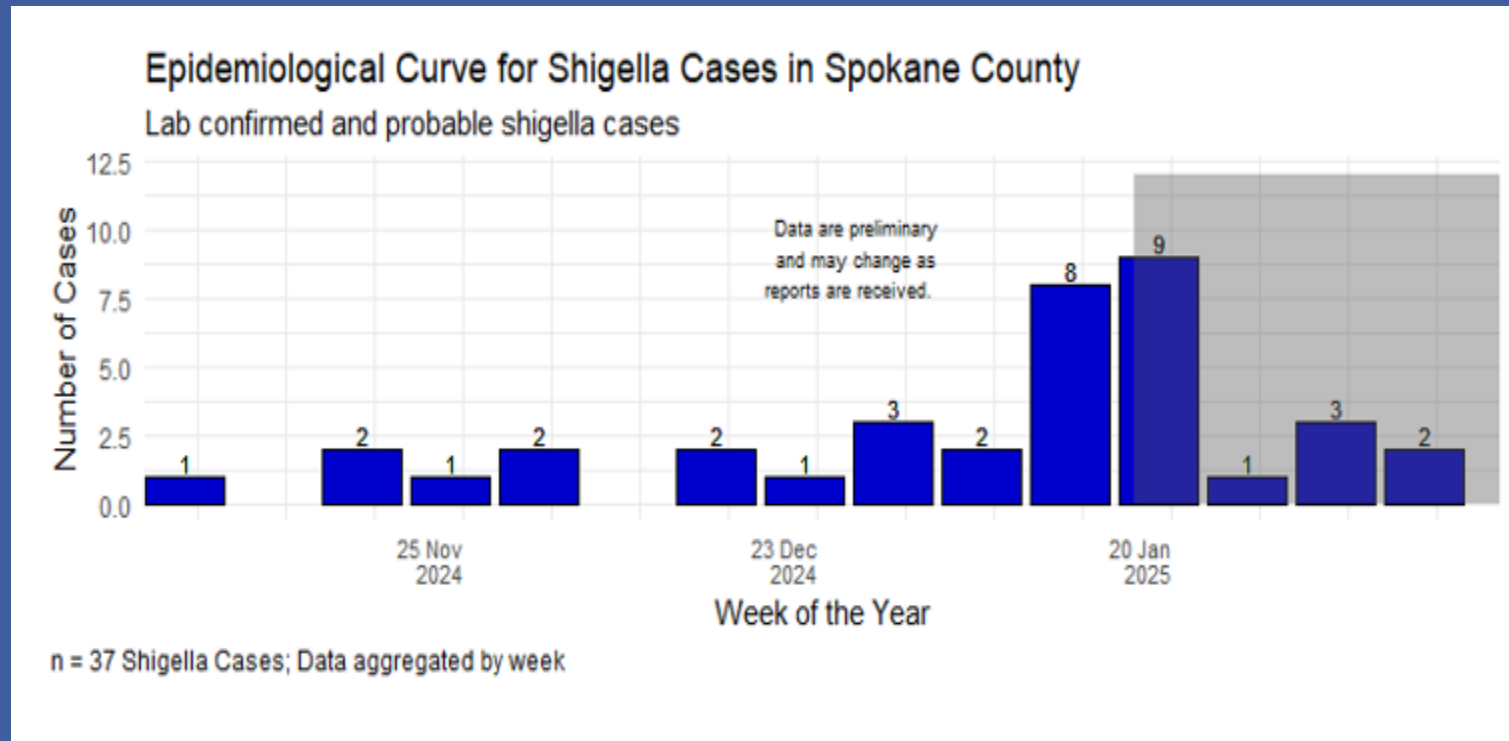
Executive Summary

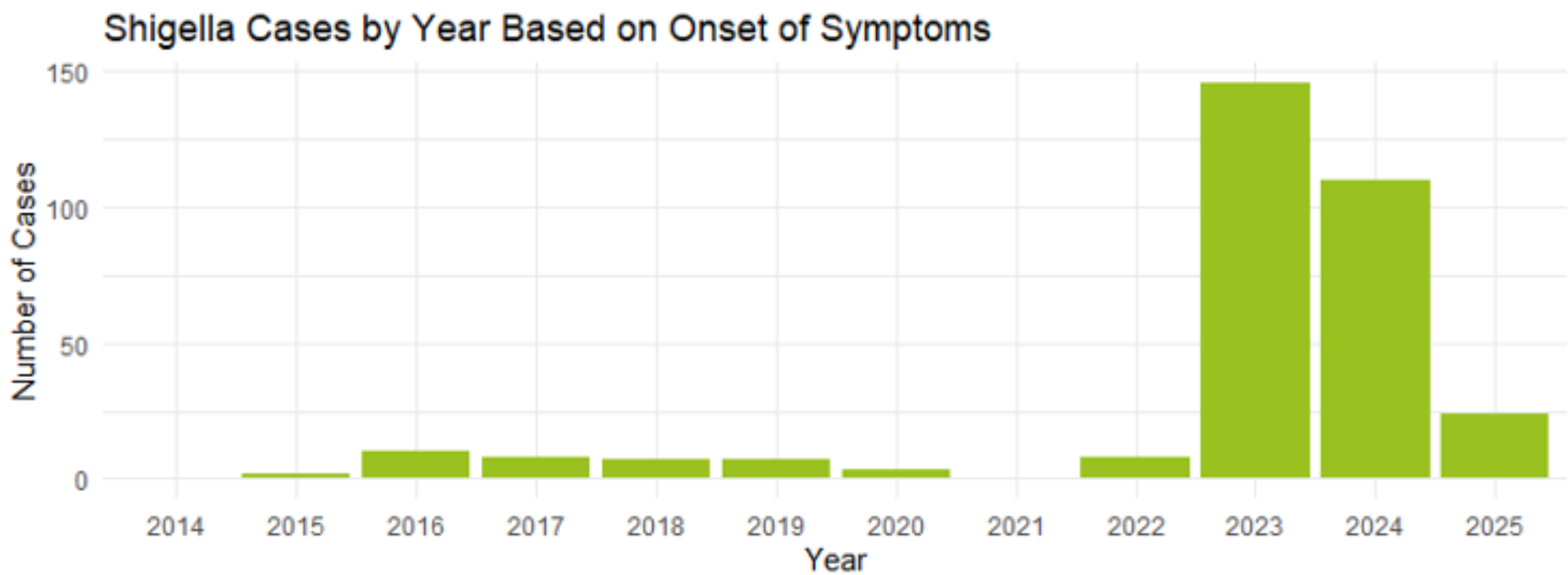
Total Cases: 37

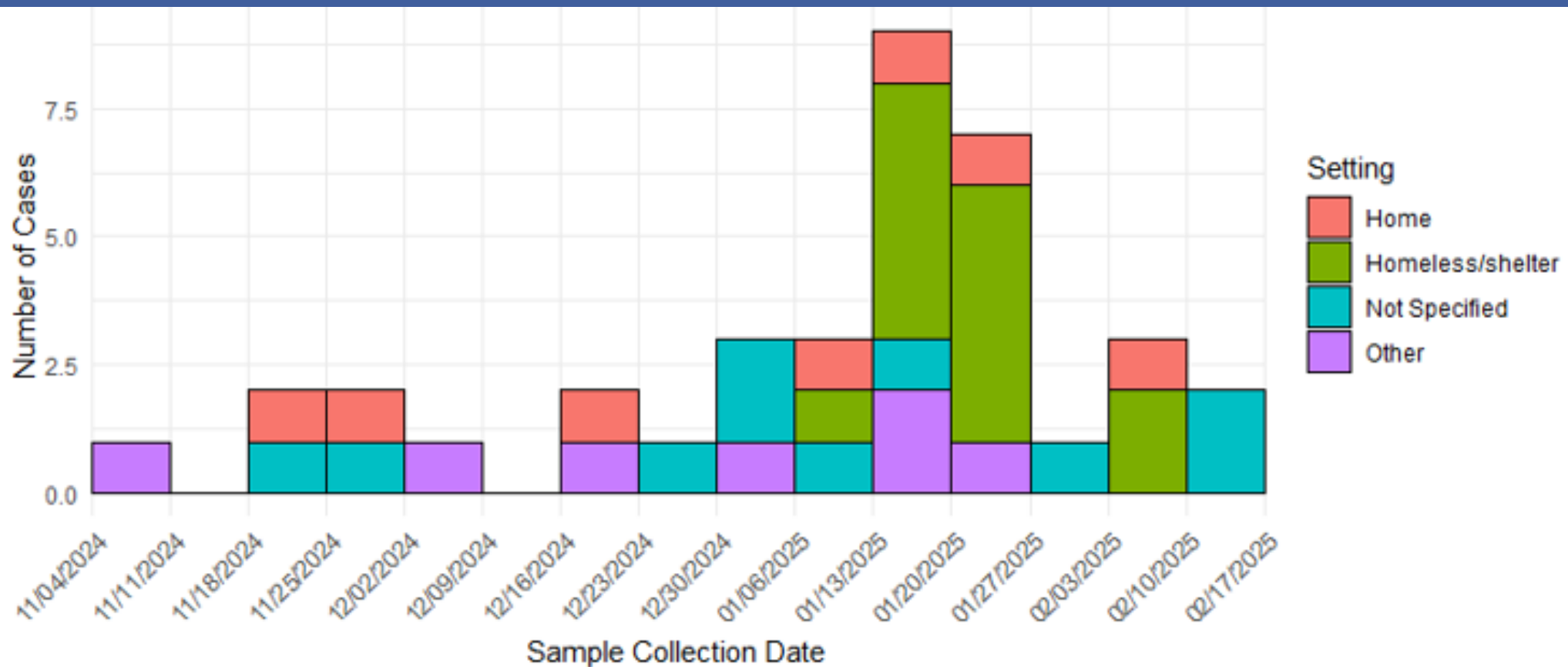
10 cases in 2024

27 cases in 2025

Week of February 16, 2025: 2 new cases reported (an increase of 0 from the previous week). Total Cases: 37 cases.







n = 37 Shigella Cases; Sample Collection Dates range from Fri 08 Nov 2024 to Fri 14 Feb 2025



Respiratory Illness Dashboard

[Summary](#)[Hospitalizations](#)[Mortality and LTC Outbreaks](#)[Wastewater Levels](#)

Weekly Emergency Department Visits

Trends**Stable****RSV****Levels**

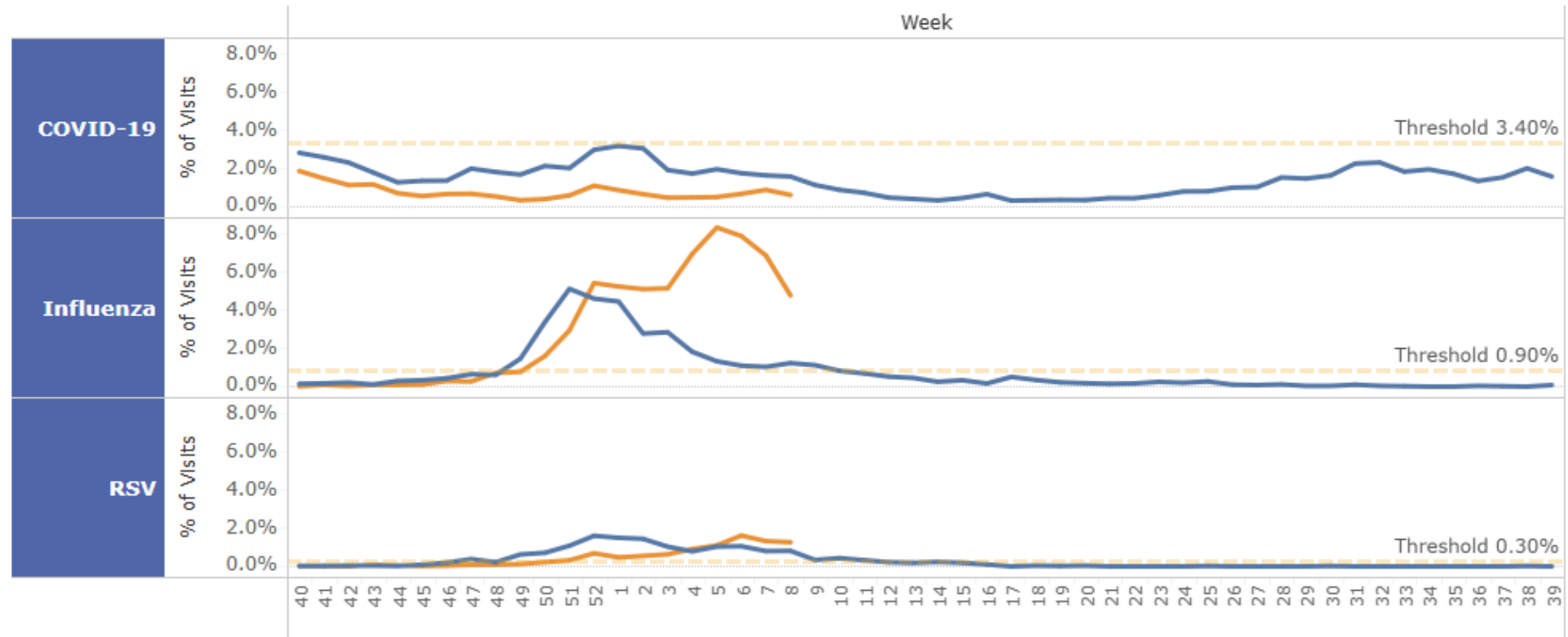
Below Epidemic Thresh..

COVID-19

Over Epidemic Threshold

Influenza RSV

Percent of Weekly ED Visits With Diagnosed Respiratory Illness



Select Season(s)

(Multiple values)

Selected Season(s)

2023-2024

2024-2025



Public Health Update



Measles Outbreak U.S and Canada

Measles Outbreak – Feb. 26, 2025

- The Texas Department of State Health Services is reporting an outbreak of measles in the South Plains region of Texas.
- At this time, 124 cases have been identified since late January. Eighteen of the patients have been hospitalized.
- Five of the cases are vaccinated. The rest are unvaccinated, or their vaccination status is unknown.
- Due to the highly contagious nature of this disease, additional cases are likely to occur in the outbreak area and the surrounding communities.
- The Texas Department of State Health Services is reporting the first death from measles in the ongoing outbreak in the South Plains and Panhandle regions. The school-aged child who was not vaccinated was hospitalized in Lubbock last week and tested positive for measles.

A person from the outbreak area who was later diagnosed with measles visited locations in the San Marcos and San Antonio areas the weekend of Feb. 14-16 while they were contagious. A measles exposure may have

- **Friday, Feb. 14**

- 11 a.m. to 2 p.m. – Allsup's Convenience Store, Wall
- 3 to 7 p.m. – Texas State University, San Marcos
- 6 to 10 p.m. – Twin Peaks Restaurant, San Marcos

- **Saturday, Feb. 15**

- 10 a.m. to 4 p.m. – University of Texas at San Antonio Main Campus
- 2:30 to 7:30 p.m. – Louis Tussaud's Waxworks, Ripley's Believe It or Not!, and Ripley's Illusion Lab, San Antonio
- 6 to 10 p.m. – Mr. Crabby's Seafood, Live Oak

- **Sunday, Feb. 16**

- 9 a.m. to 12 noon – Buc-ee's, New Braunfels
- 12:30 to 3 p.m. – Allsup's Convenience Store, Wall

New Mexico Measles Cases (2/25/2025)

- The New Mexico Department of Health (NMDOH) is notifying healthcare providers that 9 measles cases have been confirmed in Lea County, NM; none of the NM cases have been hospitalized.
- Lea County borders Gaines County, Texas where at least 124 cases have been confirmed, including 16 who were hospitalized.
- The 9 confirmed New Mexico cases have no known links to the Texas cases- indicating wider community exposure and heightened risk of measles transmission in Lea County

Measles and Rubella Weekly Monitoring Report: Week 5 (January 26 to February 1, 2025)

Date published: February 14, 2025



► [Figure 1 - Text description](#)

Table 1. Summary of measles cases, 2025 ¹

Region	New cases in week 5	Total cases in 2025 ¹	Epidemiological week ² of last rash onset
Canada	17	44	Week 5 (January 26 - February 1)
Ontario	16	31	Week 5 (January 26 - February 1)
Quebec	1	13	Week 5 (January 26 - February 1)

Table 2. Epidemiological summary of measles cases in Canada, 2025 ¹ (n=44)

Case characteristics	Count
Total number of cases	N=44
Age group	
<1 years	5 (11%)
1 to 4 years	6 (14%)
5 to 17 years	16 (36%)
18 to 54 years	17 (39%)
Born before 1970 (≥ 55 years)	0 (0%)
Sex	
Male	28 (64%)
Female	16 (36%)
Other/unspecified	0 (0%)
Province or territory	
Ontario	31 (70%)
Quebec	13 (30%)
Exposure source ⁴	
Exposed outside of Canada ^a	1 (2%)
Exposed in Canada, epidemiologically and/or virologically linked	43 (98%)
Unknown exposure	0 (0%)
Vaccination status	
Unvaccinated	29 (66%)
1 dose	3 (7%)
2 or more doses	8 (18%)
Unknown	4 (9%)
Genotypes	
B3	0 (0%)
D8	20 (45%)
Undetermined	7 (16%)
Pending	17 (39%)
Hospitalizations	4 (9%)

^a

Countries of travel for cases exposed outside of Canada include: Pakistan



Community Collaborations

2 0 2 5

Quality of Life

S U R V E Y



Quality of Life survey:

The 2025 Quality of Life survey implementation begins in March and represents the 10th year of the survey (which began in 2015).

- • Invitations to take the survey online will be mailed to 15,000 randomly selected households on March 10th
- • The main random mailing sample will be supplemented with a convenience sample at local libraries and the NE Spokane neighborhoods to increase the diversity and representation of the sample
- • Surveys will be available in Spanish, Russian, Marshallese, Arabic and Dari
- • This year's survey also includes a module on digital device use and social media and their impacts on residents' mental health and other areas of their lives. Such data are not widely available elsewhere and we have heard from the community that this is a priority area for addressing mental health.
- • Results will be available in the Fall



Questions



Board of Health

February 27, 2025



Spokane Regional Health District Compensation & Classification Study



Gallagher

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Agenda

Gallagher Overview

Project Goals, Management and Administration

2025 Study Work Plan

Study Timeline

Market Specifications & Salary Surveys

Next Steps and Discussion

Gallagher Qualifications

Gallagher's Public Sector and Higher Education service line is committed to serving and partnering with organizations in the public space, providing insights based on national and international experience for over 35 years. Our team members bring firsthand public sector, higher education, and non-profit operational expertise, ensuring that our approach is grounded in practical, real-world insights rather than theoretical concepts.

Office locations *are*
Nationwide

In-depth
understanding of
Public Sector
environments

Documented
Health
Organization
experience

Experience
with
Washington
organizations

Practical and realistic solutions for people strategies and HR issues *including*

- Compensation Review & Structure Development
- Classification & Career Framework Design
- Executive Compensation
- Review and Assessment
- Benchmarking Services
- Strategic Planning
- Succession Planning
- Organizational Effectiveness & Design
- Job Evaluation
- Pay Equity

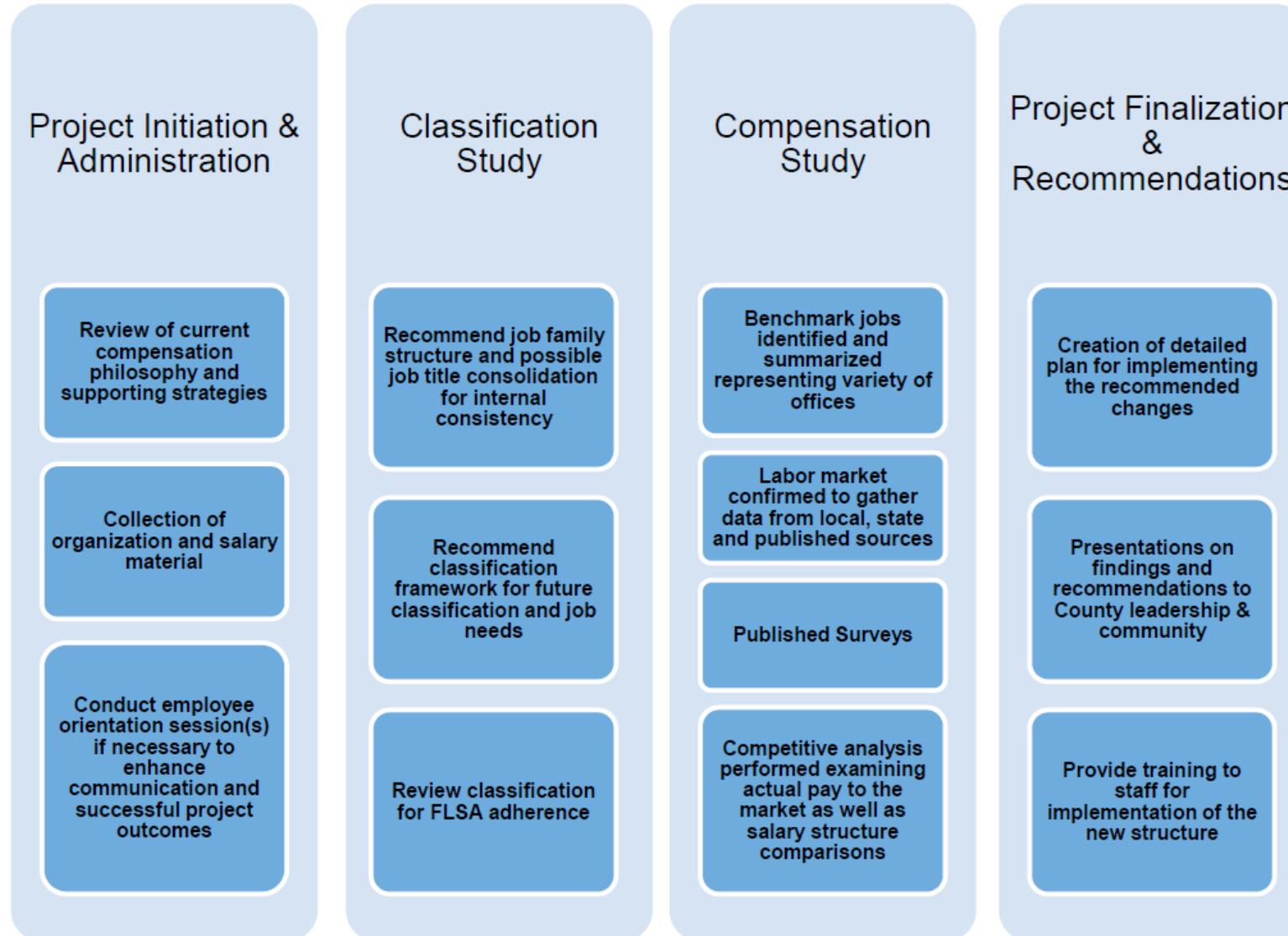
Project Management and Administration



Project Goals & Objectives



Project Approach and Methodology



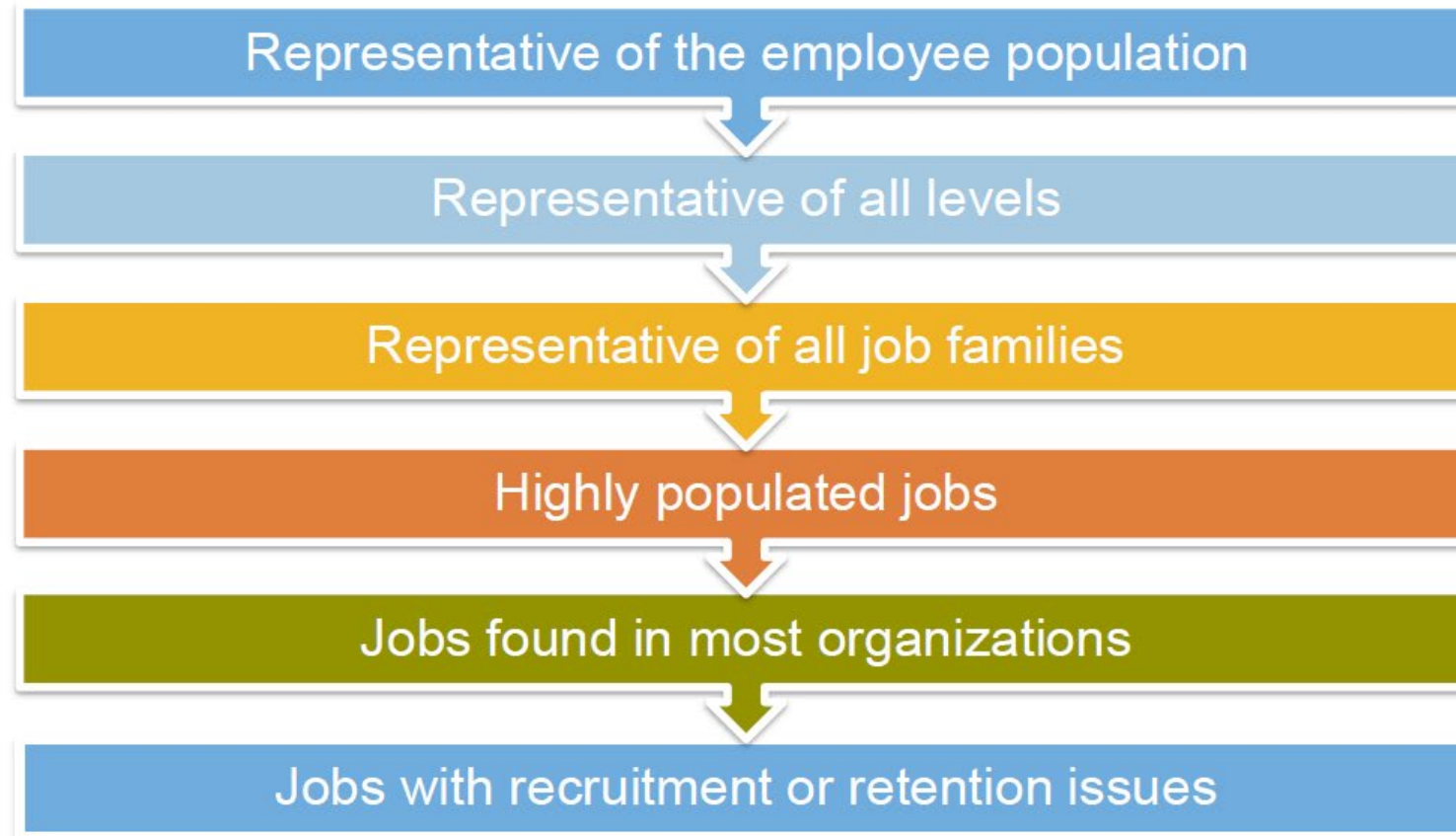
Proposed Approach & Timeline

The study is estimated to be completed in 6 months. Timeline is subject to change based upon timing of discussions and review.

Month	PHASE 1	PHASE 2	PHASE 4
	Study Initiation & Management	Classification & Compensation Study	Project Finalization, Draft & Final Reports
January			
February			
March			
April			
May			
June			

Methodology

Benchmark Job Selection Guidelines



What is it?

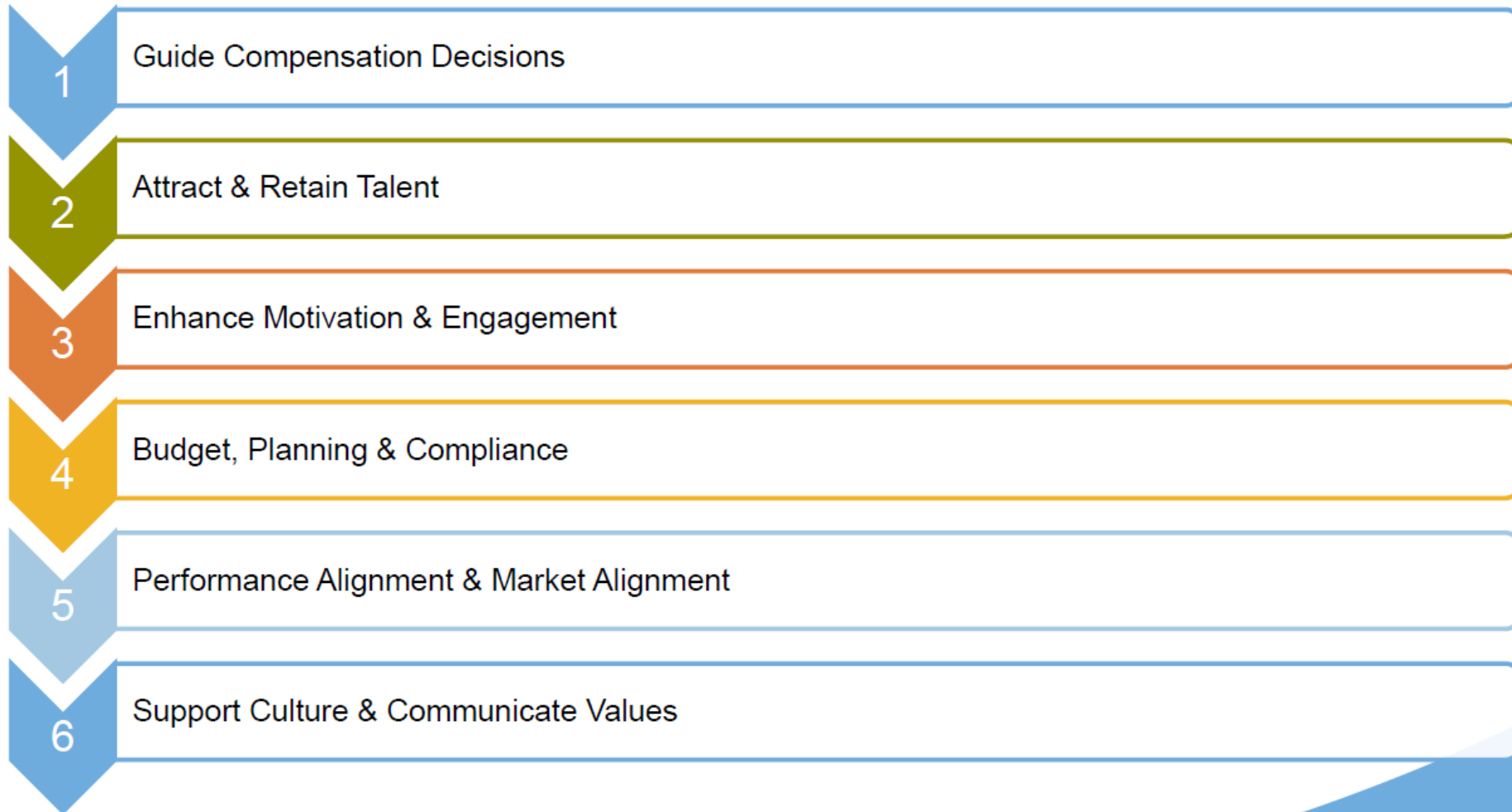
A formal statement that encapsulates an organization's approach to managing employee compensation.

- Foundational guidelines for developing fair, equitable, and competitive salary and benefits packages
- Aligns compensation approach with the organization's mission, goals, and values
- Designed to attract, retain, and motivate employees
- Ensures internal consistency and external competitiveness

Applications of a Compensation Philosophy

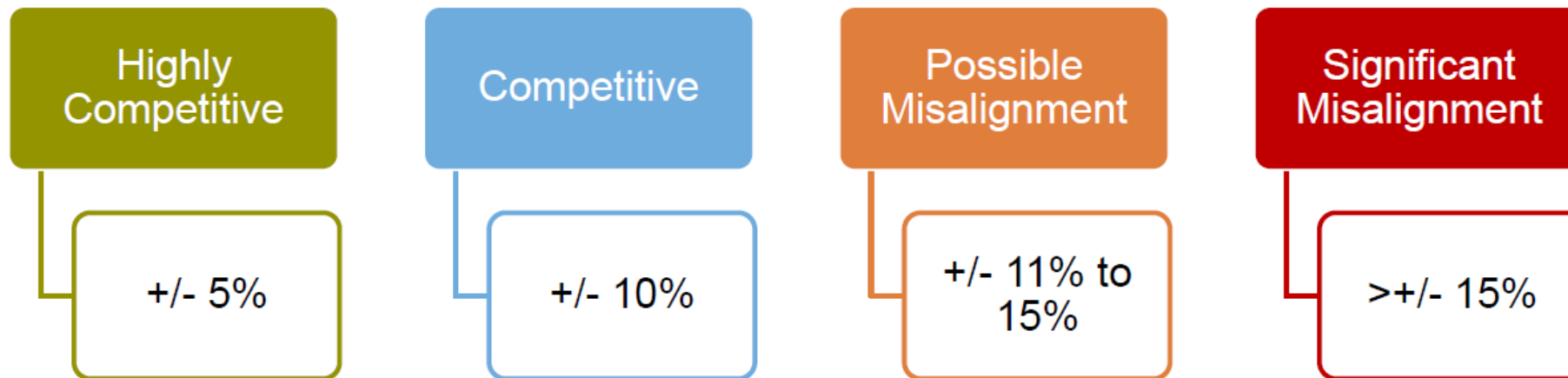


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Comparisons to Market

The following is a guideline for measuring variance to market.



Survey Sources

Published Survey Sources

CompData

Mercer

Willis Towers Watson

Economic Research Institute

Considerations for identifying your labor market

Type of Organization
(e.g. Public vs Private)

Size of Organization

Geographic Location

Services Provided

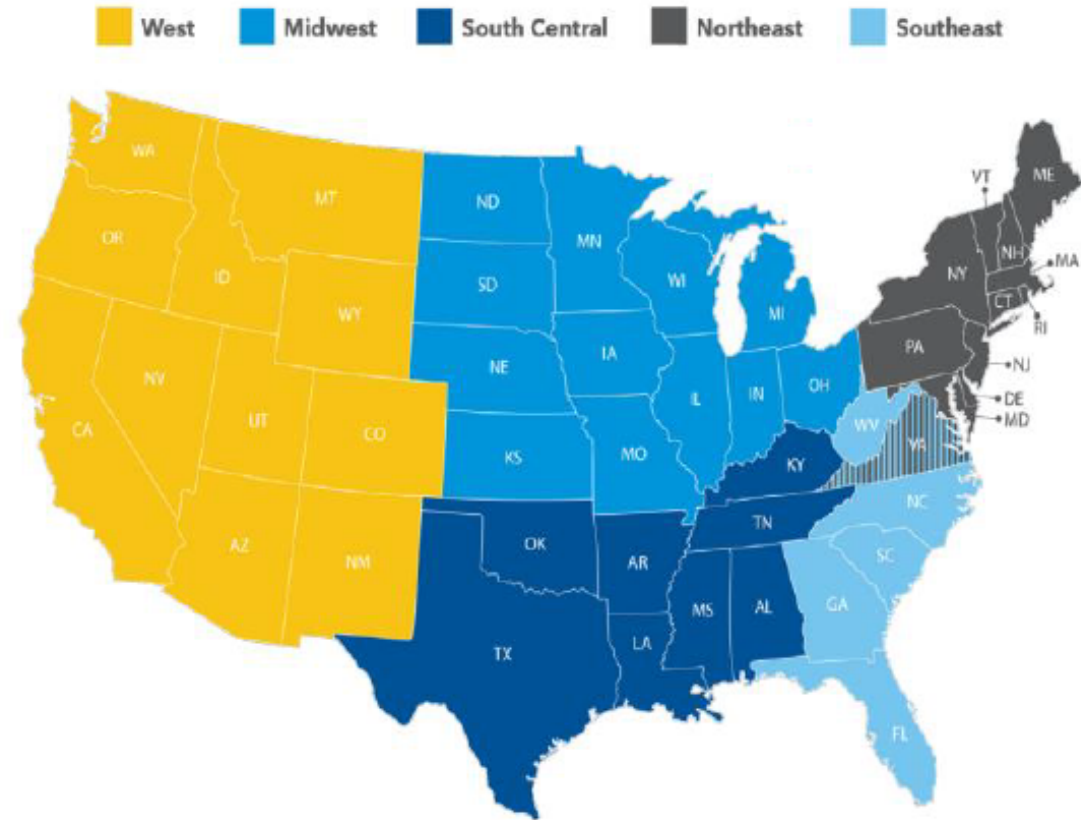
Aspirational
Organizations

Organizations to
whom/from which talent
is lost/recruited

Survey Sources and Data Cuts Targeted

Published Survey Data




- Geographic Targets
 - State of Washington
 - Regional – West
 - National
- Industry Targets
 - For Profit vs Not-for-Profit
 - Public vs Private



Discussion Point: Confirm the desired data cuts.

Collection and Treatment of Market Data

Once data has been collected, Gallagher will perform:

		
Data Review	Data Aging	Geographic Adjustments
Review job matches based on descriptions, perform statistical outlier analysis.	Data collected will be adjusted to 9/1/2025 based on the <i>WorldatWork</i> budget trend report.	All data will be adjusted geographically to reflect the <i>cost of labor</i> for the Spokane, WA area as calculated by the Economic Research Institute (ERI).



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Questions & Next Steps

Thank you!