

**Maine Health Access Foundation
Joint Meeting of the Board of Trustees and Community Advisory Committee
April 12, 2018
Maple Hill Farm, Hallowell**

Trustees Present: Dr. Ted Sussman (Chair); Dr. Connie Adler, Deborah Deatrick, Nancy Fritz, Sara Gagné-Holmes, Roy Hitchings, Dennis King, Barbara Leonard (*ex-officio*), Tony Marple, Edward Miller, Bruce Nickerson, Catherine Ryder, Connie Sandstrom, Lisa Sockabasin, Shirl Weaver

Trustees Absent: None.

CAC Members Present: Toho Soma (Chair); Tom Bartol, Jacqui Clark, Cindy Freeman Cyr, Norma Desjardins, Dennis Fitzgibbons, Ann Gahagan, Tracey Hair, Al Monier, Abdulkerim Said, Meryl Troop, Skip White

CAC Members Absent: Kate Brogan, Gloria Aponte Clarke, Deqa Dhalac, Holly Gartmayer-DeYoung, Philip Heywood, Elizabeth Neptune, Hannah Pingree

Guests Present: Michelle Probert (Trustee Candidate), Susan Roche (Trustee Candidate), Gordon Smith (Maine Medical Association), Scott Wilkinson (Regional Representative from Senator Angus King's office), Carol Wishcamper (Strategic Planning Consultant),

Staff Present: Margo Beland, Charles Dwyer, Jake Grindle, Morgan Hynd, Holly Irish, Ruta Kadonoff, Dani Kalian (recorder), Cathy Luce, Kathryn Rouillard

Welcome

Chair Ted Sussman called the meeting to order at 11:35 a.m. and welcomed those present.

2017 Annual Report

CEO Barbara Leonard presented the 2017 Annual Report noting that it represents a distillation of MeHAF's work, grantmaking, and financial status as of the end of 2017. She thanked all staff and Trustees for their contributions to its content and creation. The theme of the report is MeHAF's work to advance health equity. A PDF version is posted on the MeHAF website.

Board Consent Agenda

Chair Sussman asked if any items on the consent agenda required discussion. Hearing none, *it was MOVED, SECONDED (Adler/King), and VOTED UNANIMOUSLY to approve the following consent agenda items:*

- President's report
- February 8, 2018, Board meeting minutes
- February Treasurer's report
- Financial Dashboard

Community Advisory Committee Consent Agenda

CAC Chair Toho Soma asked if any items on the consent agenda required discussion. Hearing none, *it was MOVED, SECONDED (Cyr/Gahagan), and VOTED UNANIMOUSLY to approve the following consent agenda item:*

- January 23, 2018, CAC meeting minutes

Governance Committee – Dr. Connie Adler (Chair)

Election of Board and CAC Slates: Governance Committee Chair Connie Adler expressed appreciation for the work of the Committee over the year and its efforts to present a high caliber slate of candidates for 2018.

Board Slate:

Dr. Adler, on behalf of the Governance Committee, recommended the re-election of the following Trustees to the Board for another three-year service term (2018-2021):

Dr. Connie Adler (third term)
Mr. Roy Hitchings (third term)
Mr. Dennis King (second term)
Mr. Anthony Marple (third term)

It was MOVED, SECONDED (Adler/Fritz), and VOTED UNANIMOUSLY (with the nominees present abstaining) to approve the renewing Trustee slate as recommended.

Dr. Adler, on behalf of the Governance Committee, recommended the election of the following Trustee candidates to the Board for a three-year service term (2018-2021):

Ms. Michelle Probert
Ms. Susan Roche
Mr. Toho Soma

Mr. Soma left the room. *It was MOVED, SECONDED (Adler/Gagné-Holmes), and VOTED UNANIMOUSLY to approve the new Trustee slate as recommended.* Mr. Soma returned to the room.

Dr. Adler, on behalf of the Governance Committee, recommended the following individuals for Board Officers for 2018-2019:

Dr. Ted Sussman, Chair
Mr. Roy Hitchings, Vice Chair
Mr. Bruce Nickerson, Treasurer
Ms. Nancy Fritz, Secretary

It was MOVED, SECONDED (Adler/Weaver) and VOTED UNANIMOUSLY (with all of the nominees abstaining) to approve the slate of officers as recommended.

CAC Slate:

CAC Chair Toho Soma, on behalf of the Governance Committee, recommended the re-election of the following members to the Community Advisory Committee for another three-year service term (2018-2021):

Ms. Kate Brogan
Ms. Gloria Aponte Clarke
Mr. Dennis Fitzgibbons
Mr. Abdulkerim Said

It was MOVED, SECONDED (Hair/Troop), and VOTED UNANIMOUSLY to approve the renewing CAC member slate as recommended.

CAC Chair Toho Soma, on behalf of the Governance Committee, recommended the election of the following candidates to the Community Advisory Committee for a three-year service term (2018-2021):

Ms. Gia Drew
Ms. Elsie Flemings

It was MOVED, SECONDED (Hair/Troop), and VOTED UNANIMOUSLY to approve the new CAC member slate as recommended.

CAC Chair Toho Soma, on behalf of the Governance Committee, recommended the election of the following CAC officers for 2018-2019:

Mr. Dennis Fitzgibbons, Chair
Ms. Tracey Hair, Vice Chair

It was MOVED, SECONDED (Gahagan/Troop), and VOTED UNANIMOUSLY (with the nominees present abstaining) to approve the slate of officers as recommended.

Service Acknowledgements for Departing Trustees and CAC Members, and Chairs:

Ms. Leonard acknowledged Trustees and CAC members who were finishing up their terms or who had stepped off over the past year. Trustees Sara Gagné-Holmes, Connie Sandstrom, and Frank Johnson (in absentia) and CAC members Cindy Freeman Cyr, Al Monier, Toho Soma, and Meryl Troop were all thanked for their dedication and time noting how their input had enriched the work of MeHAF. Each received tokens of appreciation and was offered the opportunity to share reflections of their time on the Board or CAC.

Board Chair Ted Sussman and CAC Chair Toho Soma were acknowledged for their service as Chairs for the past year and received tokens of appreciation. Dr. Sussman will serve as Chair for one more year. Mr. Soma was welcomed as a newly-elected Trustee after having served on the CAC for six years.

Ms. Michelle Probert and Ms. Susan Roche were welcomed as newly-elected Trustees.

Invited Comments from Members of the Public

Ms. Probert and Ms. Roche noted their pleasure at joining the Board.

Grants Committee – Mr. Ed Miller (Chair)

Foundation-Initiated Grant to Consumers for Affordable Health Care (CAHC): Chair Miller and Program Officer II Morgan Hynd provided background on our grant history with CAHC noting that MeHAF has provided annual \$50,000 grants to support its HelpLine since 2010 as it is a key resource for the implementation of the Affordable Care Act. The HelpLine continues to offer critical resources through CAHC's Consumer Assistance Program (CAP) for individuals seeking health coverage and for enrollment assisters seeking local expertise in the enrollment process. MeHAF has invited CAHC to apply for funding in the amount of \$75,000 in 2018. The increased funding level reflects a broadening scope to include support for the entire CAP because it also serves the function of ensuring direct assistance and legal support for individuals who have conflicts or disputes with insurers.

Declaration of Conflicts of Interest: No conflicts were declared.

It was MOVED, SECONDED (Marple/Fritz), and VOTED UNANIMOUSLY to approve, as recommended by the Grants Committee, a \$75,000 Foundation-Initiated grant to Consumers for Affordable Health Care for the period of April 1, 2018, to March 30, 2019, consistent with standard MeHAF contract obligations.

Grants Committee Report: Grants Committee Chair Ed Miller reported on actions taken by the Grants Committee at its March 5 meeting which were presented in a detailed memo.

- The Committee had approved a Health Equity Capacity-Building Program evaluation RFP to identify an evaluation contractor.
- It also approved two RFAs to support safety net dental practices: (1) Safety Net Oral Health Provider Capacity Building, and (2) Safety Net Oral Health Provider Improvement Plan Implementation.

Grants Committee Chair Ed Miller reported on actions taken by the Grants Committee at its April 2 meeting which were presented in a detailed memo.

- The Committee had approved the execution of a contract with Maine Quality Counts totaling \$95,969 for one year to provide technical assistance to Year 2 Addiction Care grantees.
- The work plans and budgets for Year 2 Addiction Care grant program renewals were reviewed and approved by staff.
- The Committee reviewed and discussed Foundation-Initiated Grants made to the Maine Oral Health Funders and to the Maine Children's Alliance.

Strategic Planning – Mr. Roy Hitchings (SPC Chair), Ms. Barbara Leonard (CEO)

Strategic Planning Committee Chair Roy Hitchings reviewed the agenda, purpose, and expected outcomes of this strategic planning session. He also provided an overview and context of the process that had led to the development of the Vision and Values and Strategies and Goals. He noted that staff will summarize and incorporate information and feedback from this meeting into a draft strategic framework that will be presented in June for approval.

Maine consultant Ms. Carol Wishcamper was introduced to lead a facilitated discussion of the comprehensive nature of MeHAF's mission and the balance of its components: *access for all* and *improved health*. It was noted that Ms. Wishcamper was instrumental in the development of an update to MeHAF's initial strategic plan, and, therefore, has a unique perspective for this stage in our evolution. Brief introductions were made around the circle.

Vision and Values – The Board and CAC were presented with the draft Vision and Values which had been previously reviewed and edited by the SPC and staff, along with the decision-making criteria that are to be used as a screen which can be applied to the goals and strategies. There was discussion about the common definition of “*health*” and “*well*” as they relate to our Vision and Values. After further discussion, there was consensus to approve the Vision and to reaffirm the Mission as presented.

The Values were discussed individually and members offered the following comments and suggestions:

- In the initial preamble to the Values, the word “independent” is included in order to explain how MeHAF is not part of Maine state government, is not tied to the former Blue Cross Blue Shield of Maine, and that our endowment is not accessible to fund items on the legislative agenda.
- **Equity**
 - Replace the words “have been historically” with “are.”
 - In order to not exclude any one population, specific populations are not listed.
 - It was suggested to remove the words “access to quality, affordable health care” in the first sentence noting that not everyone can have good health; that having access does not guarantee good health. Staff noted that the Values are high level and that more detailed ideas will be addressed in Goals and Strategies.
- **Community Engagement**
 - Change the wording to have it sound more like a belief rather than a strategy.
- **Collaboration**
- **Creativity**

- Explicitly state that we will take responsibility when working in collaboration with others and learn from our mistakes.
 - If we're doing something that really works, don't stop just because it may be time to move on to something else. Don't change for the sake of changing.
 - "Capacity building" means helping organizations, individuals, and systems to do their work the best possible way.
 - **Systems Change**
 - Health and health care delivery are different.
 - Consider "system improvement" rather than "system change."
 - Replace "patients" with "people."
 - Overall, health care costs too much and takes too many resources as a society.
 - Advocacy is an important lever to ensure lasting change.
 - "Systems" mean different things to different people. Reflect the need to change systems at all levels to be successful.
- It was agreed that this value needs further review from staff who will incorporate these comments into a new draft which will be presented at the May Strategic Planning Committee meeting.
- **Integrity**
 - Include evaluation of our work and transparency about what is or is not successful.
 - Ensure that individuals who have unequal access to health and health care have decision-making opportunities.
 - Reflect how different cultures are important to our work; not just in the Strategies, but in the Values as well.

Mission-Balance and Activities Continuum – CEO Leonard shared the "Distribution of Program Activities along the MeHAF Mission Continuum" which demonstrates how the majority of our initiatives and grantmaking focuses on Access for All with fewer addressing Improved Health. This is in-line with the fact that more than half of our grantmaking dollars are awarded to support Access for All programs. It was also noted that these mission components are mutually supportive and complementary.

Goals and Strategies – The draft Goals and Strategies were distributed and reviewed. Ms. Wishcamper introduced an exercise asking each member to share thoughts on how the Goals and Strategies align or could be adjusted to align better with our Vision, Mission, and Values. There was overall consensus that the Goals and Strategies are aligned with the Vision, Mission, and Values. (A summary of individual responses is available upon request.)

Next Steps for Finalizing Strategic Framework – SPC Chair Hitchings opened the discussion asking Trustees and CAC members to share any other ideas they feel should be reflected in the strategic framework. Suggested topics included access/improved health balance; heightening recognition of MeHAF through communications; and reducing health care costs.

CEO Leonard noted that the revised Values will be brought to the SPC in May and will be presented along with the revised Goals and Strategies (with added high-level Tactics) at the June Board meeting for approval. Trustees agreed with this process.

CAC members and staff left the meeting at 4:28 p.m.

Executive Committee – Ted Sussman (Chair)

CEO Annual Review: *At 4:35 p.m., it was MOVED, SECONDED (Adler/Ryder), and VOTED UNANIMOUSLY to enter into Executive Session for the purpose of discussing the CEO Leonard's annual review.*

Trustee Check-In and Meeting Evaluation: Trustees remained in *Executive Session* to gather feedback about the meeting process, solicit suggestions for improvement, or other areas of concern. At the close of this discussion, *it was MOVED, SECONDED (Gagné-Holmes/Marple), and VOTED UNANIMOUSLY to leave Executive Session at 4:55 pm.*

It was then MOVED, SECONDED (Hitchings/Weaver), and VOTED UNANIMOUSLY to approve the recommendation of the Executive Committee, based on the survey results from Trustees, regarding the CEO's annual review.

Next Meeting

The Board will next meet on Thursday, June 14, 2018, at the MeHAF office in Augusta.

Adjournment

The meeting was adjourned at 4:58 pm.

Respectfully Submitted,
Barbara A. Leonard, MPH
President & CEO