

Center for Practical Bioethics
2022 Board Meeting and Annual Board & Staff Retreat
February 4 & 5, 2022



AGENDA

Zoom Meeting: <https://us02web.zoom.us/j/9528298699>

Meeting ID: 952 829 8699

Friday, February 4

12:00 pm – 5:00 pm CT

12:00 – 1:00 Board Meeting

Welcome to New Board Members
Remarks from the Chairperson

*Introductions with board and staff
will take place when staff joins at 2:15*

Board Minutes

- November 10, 2021 Board Minutes
Attachment 2

Finance Committee

- Preliminary 2021 Results *Attachment 3*
- Headlines for Preliminary 2021
Performance *Attachment 4*
- Proposed 2022 Budget (Adoption)
Attachment 5

Tresia Franklin, Treasurer
and Chair of Finance Committee
Action required

Review of Committee Appointments
Attachment 6

2021 Infographic and Accomplishments
Attachments 7 & 8

2022 Calendar [See board book, page 4](#)

Executive Session – 2021 CEO Review

- Discussion
- Board Input for Chair/Exec Comm Process

1:00 – 2:00 CEO Search Task Force

Executive Search Firm Presentation and
Discussion

2:00 – 2:15 Break

**2:15 – 5:00 Retreat Welcome, Overview, and
Introductions – Staff Joins**

2:15 – 3:00 Welcome New Board Members
Board and Staff Introductions

Eva Karp, Chair and
John Carney, CEO

3:00 – 4:00 Population Health Ethics
and Democratic Deliberation

Erika Blacksher,
John B. Francis Chair

4:00 – 5:00 Art of the Wish – Annual Event May 12
Leedy Gallery Exhibit March – May

Alan Edelman, Resource Dev Chair
Marn Jensen & Andy Newcom, Artists
Cindy Leyland and Trudi Galblum, Staff

Center for Practical Bioethics
2022 Board Meeting and Annual Board & Staff Retreat
February 4 & 5, 2022



AGENDA
Zoom Meeting

<https://us02web.zoom.us/j/9528298699>

Meeting ID: 952 829 8699

Saturday, February 5

8:00 am – 12:00 pm CT

8:00 – 8:15 Welcome

8:15 – 12:00 Program Updates

8:15 – 9:15	Ethical AI <i>Handout</i>	Lindsey Jarrett and Matthew Pjecha
9:15 – 10:15	Affiliation Agreements, Clinical Ethics, Professional Education, Fellowships/Internships, Ethics Consortium <i>Handout</i>	Ryan Pferdehirt, Polo Camacho and Terry Rosell
10:15 – 10:30	Break	
10:30 – 11:15	Advance Care Planning / TPOPP	Polo Camacho, Ryan Pferdehirt and John Carney
11:15 – 11:45	Maternal / Child Health	John Carney
11:45 – Noon	Executive Summary and Review	John Carney
Noon	Adjournment	

BOARD MEETING of the Board of Directors
November 10, 2021 – 7:30 am Location: Zoom Conference

Item	Key Points	Discussion	Action
I. Call to Order at 7:33 AM		Eva Karp, Chair	
II. Approval of Minutes of 09.9.2021 Board Meeting	Meeting minutes approval		Meeting minutes approved as submitted.
III. Approval of Minutes of 10.13.2021 Board Meeting	Meeting minutes approval	Amend minutes of the special October meeting of the Board to reflect Jane Lombard in attendance. .	Meeting minutes approved as amended.
IV. Committee Reports			
<p>A. Governance Committee Report</p> <p>1. Returning Board Members – Class of 2024 standing for re-election Jane Lombard, Tresia Franklin, Diane Gallagher</p> <p>2. New Board Members – Class of 2024 – First three-year term a. Karen Bullock, Norberto (Rob) Flores, Tanguela Taylor</p> <p>3. New Board member – Class of 2023 – Two-year unexpired term - Ed Enyeart</p> <p>4. New Board member – Class of 2022 – One-year unexpired term - Josh Cox</p> <p>5. 2022 Slate of Officers a. Chair of the Board – Eva Karp – 2nd year of two-year term b. Vice Chair – Steve Salanski – 2nd year of two-year term c. Treasurer – Tresia Franklin – Additional one-year appointment d. Secretary – Mark Thompson – 1st year of two-year term</p> <p>B. Finance Committee Report</p> <p>1. Financial Statements – 09.30.21 YTD a. Statement of Condition b. Statement of Activities c. Headlines for Sept 2021 & YTD Performance</p> <p>2. PPP Forgiveness Notice - 2021</p> <p>C. Resource Development Report</p> <p>1. Legacy Giving 2. 2021 Annual Campaign – The Long March</p>	<p>Written report submitted in advance.</p> <p>Submission of Candidates and Slate of Officers reviewed by Governance Committee Chair</p> <p>Finance Committee Member, Diane Gallagher, reported for T Franklin (Treasurer) Financials through Sept 30, 2021 and Year-end forecast.</p> <p>Written report submitted in advance.</p>	<p>Vice Chair and Governance Committee Chair, S. Salanski, reviewed Governance Committee Report</p> <p>Three sitting members of the board (Lombard, Franklin, and Gallagher) approved by unanimous vote to Class of 2024 (three-year terms). In addition, (Motion by Committee Chair, S Salanski, second by M. Thompson)</p> <p>Three nominations for new members of the board to serve 1st three-year terms in the Class of 2024 were approved by unanimous consent (Motion by Committee Chair, no second necessary) Ed Enyeart nomination, yet to be confirmed, approved for consideration for two-year unexpired term Tentative approval of Josh Cox for one-year</p> <p>Unanimous vote on election of officers (motion by Gov. Chair, S Salanski, 2nd by MB Blake)</p> <p>Diane Gallagher presented the financial statements and summarized operations through end of September. The organization's financial position and operating statement reflect current year to date income and expenses in line with or better than budget projections. J Carney presented year end forecast with positive year projections. J Carney also noted formal forgiveness of PPP loans from federal agency and conversion of loan to charitable support.</p> <p>Resource Development Staff C. Leyland, reviewed Resource Development Committee Report</p>	<p>Received and filed. Annual Board Self-eval will be delayed until after selection of CEO in 2022.</p> <p>T Franklin, D Gallagher, and J Lombard appointed to class of 2024.</p> <p>K Bullock, N Ayala-Flores, T Taylor appointed to class of 2024.</p> <p>No action. Governance Committee to continue recruitment efforts with E. Enyart</p> <p>Officers duly elected. E. Karp - 2nd year of two-year Board Chair. S. Salanski, Vice Chair, 2nd yr of 2yr. term T. Franklin, Treasurer. additional one yr term, M. Thompson, Secretary, one year term.</p> <p>Board acknowledged receipt of federal PPP loan forgiveness and conversion of funds to charitable donation. Financial statements and forecast received and filed.</p> <p>Finance Committee to continue to monitor for achievement of objectives</p>

Item	Key Points	Discussion	Action
3. April 7, 2022 – Art of the Wish			Report received and filed
V. CEO Succession Planning Discussion A. Report on October Board Meeting	Request for Proposal (RFP) for search firm services	RFP for search firm services will be developed and disseminated C Leyland will staff the Task Force	Board members suggestions for firms to solicit were incorporated
VI. Chair and President Report A. Website Update B. Recognition of Retiring Board Members 1. Brian Carter (3 yrs), Karen Cox (3 yrs), Liza Townsend (4 yrs, deceased), and Peter Wilkinson (5 yrs) C. 2022 Retreat Agenda – Proposed Sessions (COVID Response) 1. Location 2. Succession Planning Search Firm Selection and Timeline 3. Programming Updates (Saturday AM) 4. Annual Event Presentation by Artists	CEO Carney provided updates to board on the changes to website and other program information	Brian Carter expressed his appreciation for the recognitions and humbly acknowledged his contributions to region and the field of work, Board Training and Orientation will be scheduled prior to Board Retreat Different locations suggested	No action required.
VII. Adjourn		8:44 AM	Adjourned.

BOARD MEETING of the Board of Directors

Nov 10, 2021 – 7:30 am

Location: Zoom Conferencing

Attendance Roster

Abiodun Akinwuntan	Present
Mary Beth Blake	Present
Brian Carter	Present
Karen Cox	Present
Darrin D’Agostino	Present
Alan Edelman	Absent
Sukumar Ethirajan	Absent
Tresia Franklin	Absent
Eva Karp - Chair	Present (remote)
Diane Gallagher	Present (remote)

Jane Lombard	Present
Sam Meers	Absent
Maggie Neustadt	Present
Stephen Salanski	Present
Sandra Stites	Present
Mark R. Thompson	Present
Peter Wilkinson	Absent
John Carney – President	Present (remote)
Cindy Leyland – Vice President	Present (remote)

	<u>Budget FY 2021</u>	<u>Preliminary 2021 Actual Results</u>	<u>2021 Preliminary Results to 2021 Budget Favorable/ (Unfavorable)</u>	
Revenues				
<i>Program/Grant funds released from Restrictions</i>	\$ 192,000	\$ 171,340	\$ (20,660)	<i>Budget includes additional AI and Francis funds</i>
Endowment Income				
Francis Endowment Income	\$ 152,528	\$ 154,450	1,922	<i>Better fund performance than anticipated</i>
Foley Endowment Income	-	-	-	<i>No 2021 distribution</i>
Flanigan Endowment Income	133,217	133,217	-	<i>Distribution at 6%</i>
Total Endowment Income	\$ 285,745	\$ 287,667	\$ 1,922	
Earned Income				
Earned Income	\$ 236,834	\$ 241,656	\$ 4,822	<i>Additional independent consulting services</i>
Provider Ethics Services	129,500	144,942	15,442	<i>Increased number of organizations in addition to Ethics plus services</i>
Honoraria & Fees	18,000	1,050	(16,950)	<i>Fewer speaking opportunities</i>
Workshop & Lecture Fees, Other	-	-	-	
Total Earned Income	\$ 384,334	\$ 387,647	\$ 3,313	
Development				
Donations	\$ 225,000	\$ 294,301	\$ 69,301	<i>Includes approximately \$22k of honorary/ memorial donations</i>
Leadership Fund	-	-	-	
Major Gift Campaign	50,000	-	(50,000)	
Payroll Protection Funds	150,000	158,817	8,817	
Membership-Institutional	15,000	15,000	-	<i>Children's Mercy Hospital support</i>
Membership-Individual	1,500	285	(1,215)	
Total Development Revenues	\$ 441,500	\$ 468,403	\$ 26,903	
Special Event Fundraising				
Annual Event	\$ 210,000	\$ 233,757	\$ 23,757	
Other Special Events	75,000	-	(75,000)	<i>Fall Event was not held</i>
Total Fundraising	\$ 285,000	\$ 233,757	\$ (51,243)	
Total Communications Revenues	\$ 25,000	\$ 13,449	\$ (11,551)	<i>Fewer materials orders than anticipated</i>
Other Income				
Other Revenue/Reimbursements	\$ 5,620	\$ 2,530	\$ (3,090)	
Interest Income	50	147	97	
Miscellaneous Income	500	792	292	
Total Other Income	\$ 6,170	\$ 3,469	\$ (2,701)	
Total Revenues	\$ 1,619,749	\$ 1,565,732	(54,016)	
Expenses				
Total Salaries, Benefits, Other Staff Costs	\$ 1,052,233	\$ 996,745	\$ 55,488	<i>Primarily additional staffing anticipated in budget</i>
Total Occupancy Expenses	55,497	55,096	401	
Total Professional-Contract Service Fees	288,569	283,914	4,655	
Total Supplies	3,700	2,626	1,074	
Telephone/Internet Access	6,295	5,975	320	
Total Postage & Shipping	6,395	2,931	3,464	
Total Equipment & Maintenance	12,850	10,287	2,563	
Total Printing & Promotions	41,530	46,777	(5,247)	<i>Primarily Annual Event</i>
Total Travel & Transportation	8,870	1,717	7,153	<i>Travel did not occur as anticipated.</i>
Total Conferences, Conventions & Mtgs	57,575	43,975	13,600	<i>Budget includes Annual Event and Wishes for the World Art Event</i>
Total Memberships & Subscriptions	20,615	18,605	2,010	
Total Business Insurance	16,524	16,386	138	
Total Interest Expense	950	1,107	(157)	<i>PPP loan interest waived-also included in Other Revenue</i>
Total Misc Operating Expenses	29,320	24,949	4,371	<i>PTO carryover less than anticipated</i>
Total Operating Expenses	\$ 1,600,923	\$ 1,511,090	89,833	
Net of Operating Revenue (Expense)	\$ 18,826	\$ 54,642	\$ 35,817	
Total Other Income (Expense)	-	\$ 12,959	12,959	<i>Primarily 457(b) Performance</i>
Net of Revenue & Expenses-Gain/(Loss)	\$ 18,826	\$ 67,602	\$ 48,776	

HEADLINES FOR 2021 FINANCIAL PERFORMANCE

(Based on Preliminary Results)

Preliminary financial performance for 2021 was positive with our net revenue, including other income, projected to be approximately \$67.6k.

REVENUE

Preliminary actual 2021 revenue is projected to be \$1,565,732, which is unfavorable by (\$54k) to our plan. The largest revenue variances to budget are in the following categories:

- Program/Grants released from restrictions – (\$20.6k). Grants funds released included \$152.5k for the Sunderland Foundation AI project. This project will continue in 2022 and has been funded primarily through a second Sunderland grant of \$160k. Additionally, the \$13.8k balance of funds remaining for the Advance Care Planning in African American Communities grant through Harman Foundation were released. The Center's work on this project was substantially completed in 2020. The 2021 budget included additional grant funds anticipated for the AI project and Population Health.
- Development Income – \$26.9k. Donations exceeded our plan overall by approximately \$19k primarily due to the memorial contributions we received. Also, we received \$8.8k more than anticipated in Payroll Protection Funds.
- Fundraising – (\$51.2k). Fundraising was behind plan because the fall event was not held. This variance of (\$75k) is offset by the \$23.8k positive variance for our successful Annual Event.
- Communications – (\$11.6k). Communications revenue was behind plan due to a lower Caring Conversations/TPOPP order volume than anticipated. This is possibly due to more online (free) access by consumers.

EXPENSES

Preliminary actual 2021 expenses are projected to be \$1,511,090 which are favorable to budget overall by approximately \$89.8k. The primary expenditure variances to budget are in the following categories:

- Salaries and Benefits – under budget by \$55.5k. The primary reasons for this variance are the part-time positions that were not filled and lower than anticipated insurance expense for staff spouses that moved to Medicare, offset by the 457(b) variance due to the catch-up contribution and account performance.
- Travel and Transportation and Conferences, Conventions and Meetings – under budget by \$20.7k in total. These variances occurred because anticipated travel did not happen. Additionally, events planned for the fall continued to be virtual events or were not held.

2021 PRELIMINARY OPERATIONS

In November our forecast was for total net operating revenue of \$23k. Our revenue results were approximately \$8.4k favorable to our forecast primarily due to unanticipated memorial donations received. Additionally, our expenses were favorable to forecast by approximately \$34.8k primarily due to lower staffing expenses. Preliminary 2021 net unrestricted operating revenue over expenditures is projected to be \$54.6k. Combined with the other investment income primarily related to the Center's 457(b) plan, our net operating revenue over expenditures is projected to be \$67.6k. Our 2021 operating fund beginning net assets were \$4.4k. Our operating fund ending net assets are projected to increase to \$72k.

Our 2021 beginning and ending fund balances in our Endowment funds are:

January	December
Flanigan - \$2,457,390	\$2,681,519
Foley - \$780,532	\$880,684
Francis - \$3,439,540	\$3,666,519

Finance Committee reviewed and recommended for Board Adoption January 31, 2022

	Proposed Budget FY 2022	Preliminary 2021 Actual Results	Proposed 2022 Budget To 2021 Preliminary Results	
Revenues				
<i>Program/Grant funds released from Restrictions</i>	\$ 248,347	\$ 171,340	\$ 77,007	<i>Budget includes AI and Francis Chair grants</i>
Endowment Income				
Francis Endowment Income	\$ 161,155	\$ 154,450	6,705	<i>Distribution for CEO Search and 457(b) Catch-Up Distribution at 6%</i>
Foley Endowment Income	99,000	-	99,000	
Flanigan Endowment Income	147,226	133,217	14,009	
Total Endowment Income	\$ 407,381	\$ 287,667	\$ 119,714	
Earned Income				
Earned Income	\$ 217,500	\$ 241,656	\$ (24,156)	<i>Includes CARE contracts, KU contract and KCU contract</i>
Provider Ethics Services	206,625	144,942	61,683	<i>Includes \$152k of Basic Services and \$32.5k of Ethics Plus Services</i>
Honoraria & Fees	5,000	1,050	3,950	
Workshop & Lecture Fees, Other	-	-	-	
Total Earned Income	\$ 429,125	\$ 387,647	\$ 41,478	
Development				
Donations	\$ 290,000	\$ 294,301	\$ (4,301)	
Leadership Fund	-	-	-	
Major Gift Campaign	-	-	-	
Payroll Protection Funds	-	158,817	(158,817)	<i>PPP Funds available only in 2021 Children's Mercy Support</i>
Membership-Institutional	15,000	15,000	-	
Membership-Individual	1,500	285	1,215	
Total Development Revenues	\$ 306,500	\$ 468,403	\$ (161,903)	
Special Event Fundraising				
Annual Event	\$ 315,000	\$ 233,757	\$ 81,243	
Other Special Events	-	-	-	
Total Fundraising	\$ 315,000	\$ 233,757	\$ 81,243	
Total Communications Revenues	\$ 15,000	\$ 13,449	\$ 1,551	
Other Income				
Other Revenue/Reimbursements	\$ 3,000	\$ 2,530	\$ 470	
Interest Income	100	147	(47)	
Miscellaneous Income	500	792	(292)	
Total Other Income	\$ 3,600	\$ 3,469	\$ 131	
Total Revenues	\$ 1,724,953	\$ 1,565,732	159,221	
Expenses				
Total Salaries, Benefits, Other Staff Costs	\$ 1,225,405	\$ 996,745	\$ 228,660	<i>Additional Program staff and CEO Search</i>
Total Occupancy Expenses	56,779	55,096	1,683	
Total Professional-Contract Service Fees	180,156	283,914	(103,758)	<i>2021 Actual included additional contracts primarily supporting the Annual Event and AI projects Increased Annual Event and Francis Grant Supplies</i>
Total Supplies	10,205	2,626	7,579	
Telephone/Internet Access	6,665	5,975	690	
Total Postage & Shipping	6,445	2,931	3,514	
Total Equipment & Maintenance	11,555	10,287	1,268	
Total Printing & Promotions	37,115	46,777	(9,662)	<i>2021 included in-kind Annual Event expenses Includes CEO search-related travel Includes County Health Ranking Meetings, AI Meetings, Annual Event and Flanigan Lecture</i>
Total Travel & Transportation	17,570	1,717	15,853	
Total Conferences, Conventions & Mtgs	90,875	43,975	46,900	
Total Memberships & Subscriptions	19,710	18,605	1,105	
Total Business Insurance	17,025	16,386	639	
Total Interest Expense	-	1,107	(1,107)	<i>Line of Credit completely paid down</i>
Total Misc Operating Expenses	23,552	24,949	(1,397)	
Total Operating Expenses	\$ 1,703,057	\$ 1,511,090	191,967	
Net of Operating Revenue (Expense)	\$ 21,896	\$ 54,642	\$ (32,747)	
Total Other Income (Expense)	-	\$ 12,959	(12,959)	<i>Primarily 457(b) Performance</i>
Net of Revenue & Expenses-Gain/(Loss)	\$ 21,896	\$ 67,602	\$ (45,706)	



2022 Board Committees

Executive Committee (§5.1.1)

- Eva Karp, Board and Executive Committee Chair
- Steve Salanski, Vice Chair and Governance Committee Chair
- Sandra Stites, Immediate Past Chair
- Tresia Franklin, Treasurer and Finance Committee Chair
- Mark R. Thompson, Secretary
- Alan Edelman, Resource Development Chair

Staff: John Carney

Finance (§5.1.2)

2022 Meeting Dates: Thurs before every board meeting, 7:45 am CT
March 3, May 5, Jul 7, Sep 8, Nov 3

- Tresia Franklin, Chair
- Darrin D'Agostino
- Diane Gallagher
- Marc Hammer (Non-board)
- Richard Jungck (Non-board)
- John Toren (Non-board)

Staff: John Carney

Jan Evans

Cindy Leyland

Governance (§5.1.4)

2022 Meeting Dates: 2nd Fri of every other month, 8 am CST: Feb 11, April 8, June 10, Aug 12, Oct 14, Dec 9

- Steve Salanski, Chair
- Abiodun Akinwuntan
- Mary Beth Blake
- Maggie Neustadt
- Mark R. Thompson

Staff: John Carney

Cindy Leyland

Audit (§5.1.3)

- Richard Jungck, Chair
- Tresia Franklin
- Marc Hammer
- John Toren

Staff: John Carney

Jan Evans

Resource Development & Major Gifts (§5.1.5)

2022 Meeting Dates: 2nd Tues of every other month, 2 pm CT: Feb 8, April 12, June 14, Aug 9, Oct 11, Dec 13

- Alan Edelman, Chair
- Sukumar Ethirajan
- Jane Lombard
- Sam Meers

- Membership
- Annual Dinner Board Liaison
- Major Gifts
- Leadership Fund
- Planned Giving
- Individual and Board Gifts
- Foundations and Corporations
- New National Prospects

Staff: Cindy Leyland

John Carney

ACCOMPLISHMENTS AND OUTCOMES

POLICY

GUIDANCE AND THOUGHT LEADERSHIP
IN HEALTH ETHICS

Our staff regularly provides local, regional, national and international thought leadership through media appearances, invited lectures and scholarly publications. In 2021, we served on multiple Kansas and Missouri task forces and technical groups advising on ethical principles in pandemic response and impact to minorities.

Our time-intensive response to near daily calls for help — from individuals in a health crisis to officials making important policy decisions — demonstrates our commitment to education, to promote and protect the interests of those whose voices have not been heard or heeded, and to the just delivery of healthcare.

CIVIC ENGAGEMENT AND
HEALTH EQUITY

CPB launched **Building a Circuit of Civic Learning, Dialogue and Connection to Advance Health Equity: A Deliberative Approach**, led by Erika Blacksher, PhD. In 2021, she helped in a National Academies of Science plan and participated in a National Academies of Science, Engineering and Medicine workshop on health equity and in a New York Academy of Medicine and NYC Department of Health project to gather informed public input about vaccine distribution.



The project's 15-member Expert Advisory Committee will develop resources to convene diverse Kansans and Missourians to learn about and weigh in on population health challenges

ARTIFICIAL INTELLIGENCE IN HEALTHCARE

A group of 20 leaders have joined CPB's Advisory Council for our **Ethical AI Initiative** guiding the deployment of a framework to design, develop, disseminate and implement new models that address bias and inequity in AI in healthcare. Subgroups are creating a curriculum and preparing to implement a pilot project seeking to protect diversity and involve underserved persons.

PROFESSIONAL



Increased services provided to more than **500 individual members** representing **40 institutional ethics committees**

ETHICS COMMITTEE
CONSORTIUM

CPB's Ethics Consortium services increased in 2021 with monthly webinars, ethics immersion workshops, the monthly *Ethics Dispatch* e-newsletter and ongoing access to case studies, guidelines and Crisis Standards of Care with staff support.

EXPANDED
CLINICAL SERVICES

We custom-designed clinical ethics workshops for three new health systems in Nebraska and Louisiana.

Improved Ethics Direct training services to **16 Affiliate Health Systems** involving **42 locations**, providing nearly **500 hours** of direct clinical consultation

MEDICAL ETHICS EDUCATION

CPB renewed contracts with two of the three area medical schools for ethics training, education and mentoring of students in 2021. The renewals include 1,450 students from first-year medical schools and masters-level through residents and fellows involved in a variety of clinical ethical settings.



Bioethics Library of more than **4,000 reports and other resources** made more easily accessible

EDUCATIONAL RESOURCES

The new *PracticalBioethics.org* website launched in November, overhauling our Bioethics Library that includes reports, guidelines, program materials, case studies, interviews, lectures and symposia.

The redesign will appeal to more diverse groups, making it easier to find resources, while allowing CPB to be more responsive to requests for content.

PERSONAL

ADVANCE CARE PLANNING

Caring Conversations®

Caring Conversations® resources provide guidance through the advance care planning process. Nearly 450 people registered for eight online workshops. CPB also renewed agreements with Hallmark and Evergy to provide advance care planning education and personal healthcare navigation services for employees and their families.



More than
51,000 people
interacted with Caring
Conversations®
resources



Trained dozens of KS/MO health providers distributing more than **22,400 TPOPP/POLST forms** and **150 “Caring Conversations® ...continued” consumer guides**

Transportable Physician Orders for Patient Preferences

TPOPP is the Kansas and Missouri version of POLST, a national program that seeks to better align treatment plans with goals and values of frail and seriously ill patients with life-limiting illness.

African American Advance Care Planning/ Palliative Care Network

In 2021, CPB transitioned this project, which provided curriculum and logistical support for churches to provide advance care planning promotion to their congregations, to Duke Divinity School, where the Network will lead efforts to address disparities in advance care planning.

PAINS-KC

Since 2013, PAINS-KC has been giving voice to those who live with pain and provides a safe place for engagement, education and advocacy.

COMMUNITY EDUCATION

27th Annual Flanigan Lecture

Young Physicians on the Frontline: Real-World Perspectives on Healthcare and Ethics During COVID and Beyond, featuring five KCU physician-ethicist graduates

Annual Fundraising Event

Humility, Health and Healing: Where Do We Go From Here? presented by the Dalai Lama's Personal Physician, Barry Kerzin, MD

Berkley Symposium

More than 700 registered for Dr. Kerzin's 4-hour resiliency workshop underwritten by CPB donors for frontline workers.



COVID Vaccine Webinar Series **4 workshops**, more than **600 registered**, addressing safety, accessibility and hesitancy issues

FINANCIALS*

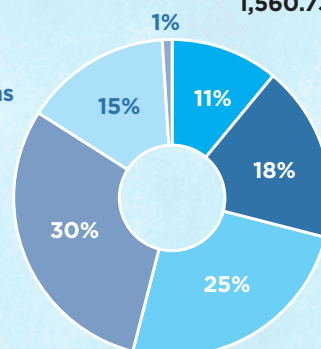
REVENUES (IN THOUSANDS OF DOLLARS)

Grant Income	166.34
Endowment Distributions and Earnings	287.67
Earned Income	387.65
Donations and Membership**	468.40
Special Events	233.76
Other	16.92

Total

1,560.73

- Grant Income
- Endowment Distributions and Earnings
- Earned Income
- Donations and Membership**
- Special Events
- Other



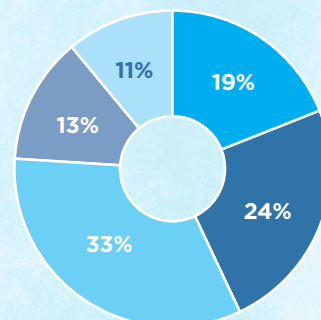
EXPENSES (IN THOUSANDS OF DOLLARS)

Advance Care Planning	290.85
Ethics Education and Consultation	364.31
Justice Issues and Systems Change	501.53
Fundraising	191.25
General Administration	163.16

Total

1,511.10

- Advance Care Planning
- Ethics Education and Consultation
- Justice Issues and Systems Change
- Fundraising
- General Administration



* Unaudited

** Includes Payroll Protection Funds

The Center's commitment to our benefactors, business partners and collaborators is reflected in the sound stewardship of our resources. In 2021 we provided more than \$1.51 million in mission-related services to our constituents on \$1.56 million in total revenues. Fundraising expenses at just under 13% and general administration just under 11% reflect disciplined execution. The volunteer board of directors of nearly 20 leaders is actively involved in fiduciary oversight and governance. For more detailed financial reporting, public disclosures and corporate integrity documents go to the Policies, Disclosures and Reports" page under the "About" section at PracticalBioethics.org.

CENTER FOR PRACTICAL BIOETHICS

2021 IMPACT AND ACCOMPLISHMENTS

PROGRAMS AND SERVICES

1. ETHICS EDUCATION AND CONSULTATION

PROFESSIONAL EDUCATION AND CLINICAL SERVICES

Affiliate Agreements and Converting from Membership (Charitable model) to Ethics Direct/Ethics Plus (fee for service)

In 2020, we initiated a new earned income strategy based on formal agreements with healthcare providers to support, facilitate and improve performance of ethics committees as well as clinical staff involved in ethically complex cases. The primary work was a longitudinal approach converting the traditional group of “member hospitals” who agreed annually to support the work of the Center. We historically considered the monies received from those providers “unearned” and thus a “contribution” because there was no formal agreement defining the services or fees associated with those services. Membership was viewed by the health systems, in a number of instances, the same way that they supported community-based organizations. In any event, no formal value proposition was defined, and the support was often dependent solely on the institutional decision maker(s) and their relationship with the Center.

In 2020, we formally defined the sets of services and developed a fee model based on the size of the entity (self-reported gross billings and bed size). We then began approaching each of the health systems and “members,” engaging in discussion about converting to a service model to participate in a set of basic services provided to all Ethics Committee Consortium members with an add-on optional service to purchase clinical ethics consultation services directly from the Center at an hourly rate (with a volume purchase discount). The goal for both was to improve their competencies and services internally and for the Center to secure a more sustainable stream of revenue for our ethics services.

In 2021, we expanded this strategic priority by hiring an additional staff member, Polo Camacho, PhD, as Program Manager and Health Ethics Education Promoter to work with our Clinical Ethicist, Ryan Pferdehirt, whose primary duties were to spend half his time working in delivering these services, including efforts to directly provide clinical consultation services to hospitals seeking this assistance from the Center. The additional service was named Ethics Plus. As we enter into 2022, we now have three systems utilizing Ethics Plus in addition to a subcontract from the University of Kansas Health System to support Dr. Terry Rosell’s work in leading the Ethics Committee work for the health system.

Dr. Camacho’s responsibilities include managing the service delivery of what we call “Basic” ethics services, ensuring that the providers are informed of and benefit from the defined set of support training and resources that cover such things as the monthly electronic newsletter for Ethics Committee members and regularly scheduled webinars and other training on timely issues (e.g., caring for unvaccinated, difficult cases, advance care planning, ethics policy guidance on the responsibilities of ethics committees within a health system). Within the last two years, additional training and resources – particularly those involved with the pandemic – have been offered to support ethics committee volunteers and committees in their work and their hospital’s response related to issues such as crisis standards of care.

As of December 31, 2021, there are 16 signed Affiliate agreements, including two for Ethics Plus, in place with another confirmed to come online in early 2022. Basic service agreements are also being marketed to new entities. We have expanded services beyond hospitals to include home health and hospice agencies and organ procurement organizations providing services at 42 facilities. Delivering ethics services to these varied facilities involves frequent onsite availability and remote education for leaders involved in Ethics Committee work.

[Ethics Committee Consortium \(ECC\)](#)

Wrapping up its 35th year as the nation's oldest continuously operating consortium of its kind, Ethics Committee Consortium membership includes 40 institutional ethics committees involving more than 500 individual members. Benefits for ECC affiliate organizations, as well as individual members of our Sustainers Council (see Monthly Donor item below), include:

Monthly Webinars – We presented the following webinars in 2021:

- KS/MO Vaccine Distribution & Allocation Update (Lee Norman, MD, and Adam Crumbliss)
- How Pandemics End (Carla C. Keirns, MD, PhD, MSc, FACP, HEC-C)
- Importance of Word Choice in Clinical Conversation (Ryan Pferdehirt, D. Bioethics, HEC-C)
- Health Justice at the Intersection of Race and Class (Erika Blacksher, PhD)
- Building Moral Community: Promoting Resilience within Your Ethics Committee (Lucia Wocial, PhD, RN, FAAN, HEC-C)
- Ethical AI: A Community-Based Approach to Addressing Ethical Risks in AI Health IT (Lindsey Jarrett, PhD and Matthew Pjecha, MS)
- Contributions of Ethics Expertise to Clinical Medicine (Jamie C. Watson, PhD, HEC-C)

Medical Ethics Immersion Workshop Series – Presented by Ryan Pferdehirt, D. Bioethics, HEC-C, in four one-hour lunchtime sessions, the Immersion Series is designed to help ECC members develop a robust understanding of basic biomedical ethics. An average of 60 people registered for each session. Each session was archived for asynchronous learning. Evaluation survey responses rated all aspects of the following elements very good to excellent:

- Introduction to Ethical Decision Making (October 14)
- A History of Ethical Foundation of Clinical Practice & Seminal Cases (October 28)
- Approaches to Clinical Ethics and Consultation (November 4)
- Role, Structure and Value of Clinical Ethics Committees and Consults (November 11)

Ethics Dispatch – ECC members received the monthly *Ethics Dispatch*. Written by Center staff, each edition offers guidance on a “hot topic” impacting providers, a case study for illustration, and “Ethical Musings” by the author. Each edition includes web links to recent news stories relevant to ethics committees. ECCs report using the Ethics Dispatch to supplement educational programming.

[Medical Ethics Workshops](#)

In 2021, we introduced clinical ethics workshops – virtual and in person – in response to requests from providers seeking introductory training for their staff. Workshops typically include an introduction to ethical decision making and cover such topics as the consultation process, conversational techniques, complications in challenging ethical situations, and EMRs and charting. In 2021, we provided custom-designed workshops to the following groups:

- Ochsner Medical Center (New Orleans, LA) – Clinical Ethics Workshop
- Bryan Health (Lincoln, NE) – 2021 Ethics Conference: Medical Futility

- Mary Lanning Healthcare (Hastings, NE) – Bioethics Workshop. Session 1: Foundations to Practice. Session 2: Bridging the Communication Gap

Medical Student Education

We continued our long-term contractual teaching relationships with the **University of Kansas Medical Center (KUMC)** and **Kansas City University (KCU)**.

KUMC in collaboration with The University of Kansas Health System, renewed its contract with the Center for the 13th consecutive year for part-time faculty services of Dr. Tarris Rosell, Rosemary Flanigan Chair. We also secured an additional \$25K per year as part of the renewal (2021 and 2022). Key accomplishments of 2021 include:

- Oversight of the hospital clinical ethics consultation service, which provided more than 150 complex ethics consultations
- Serving as ethics faculty for many dozens of case conferences with medical students, residency and fellowship programs
- Providing a weekly clinical ethics orientation session for physician residents
- Co-chairing the Hospital Ethics Committee
- Providing ethics consultation for the Heart Transplant program and the Blood and Marrow Transplant team and serving on the Donor Advisory Council
- Serving on the health system Pandemic Triage Team for development and potential implementation of crisis allocation guidelines
- Co-directing the Clendening Summer Fellowship program, a competitive stipend research opportunity and course for 10 medical students
- Mentoring projects of student researchers in the medical humanities

KCU renewed a contract with the Center for the 8th consecutive year for part-time faculty services, fulfilled in 2021 primarily by Dr. Ryan Pferdehirt, Director of Membership and Ethics Education, for half his time. We secured a small increase in the rate. Key accomplishments include:

- Providing and mentoring a one-month clinical ethics rotation for a KCU medical student
- Mentoring a group of KCU students attending (virtually) the annual conference of the American Society of Bioethics and Humanities
- Collaboration with KCU on the Center's annual Flanigan Lecture, with a panel of 5 alums of the dual degree program—DO and MA in Bioethics—discussing ethics issues encountered in their first decade of medical practice and especially during the COVID pandemic
- Teaching 5 courses (Bioethics I and II, Clinical Consultations, History and Methodology of Bioethics, and Clinical Dilemmas)
- Supervising "[Bioethics Bowl](#)"
- Serving on the [KCU Institutional Review Board](#) (IRB)

COMMUNITY EDUCATION AND ENGAGEMENT

27th Annual Flanigan Lecture – [Young Physicians on the Frontline: Real-World Perspectives on Healthcare and Ethics During COVID and Beyond](#) -- Five physician-ethicists who were part of the 2008 inaugural class of Kansas City University's dual degree DO/MA in Bioethics program reflected on their practice of medicine and ethics during COVID and beyond. Common themes of the discussion, led by Flanigan Chair Dr. Tarris Rosell, included management of grief, patient autonomy vs. common good, exhaustion and the duty to serve, and the escalating impact of moral injury.

Annual Event – Humility, Health and Healing: Where Do We Go from Here? – Faced with planning the 2021 event at the height of the pandemic, we opted for a private broadcast (i.e., virtual format) produced by Eventology and co-chaired by Debbie Sosland-Edelman and Alan Edelman. With the Nelson-Atkins Museum of Art as the backdrop, the broadcast aired on February 25, featuring the Dalai Lama’s personal physician, Dr. Barry Kerzin, and presentation of the Vision to Action Award to Dr. Steven Stites. Despite pandemic restrictions, we raised \$151,873 in net revenue.

Berkley Symposium – Cultivating Resilience, Compassion and Mindfulness – On March 12, Dr. Barry Kerzin followed up his Annual Event keynote address with a two-hour workshop designed especially for frontline healthcare workers underwritten by CPB donors that garnered more than 700 registrations. Dr. Kerzin provided practical tools for coping with the stressful demands of the COVID-19 pandemic. All four segments are available on CPB’s YouTube channel – [Mindfulness, Emotional Hygiene, Compassion and Meditation](#).

Vaccine Webinar Series –The Center presented a four-part Vaccine Webinar Series to address many of the safety, accessibility and hesitancy issues surrounding the development and distribution of COVID-19 vaccines.

- KS/MO Vaccine Distribution and Allocation (January 14) – Moderator: Darrin D’Agostino, Executive Dean. Panelists: Christine Grady, PhD, MSN, and Kathy Kinlaw, MDiv, HEC-C.
- State of the Science and Ethics of Equitable Allocation (March 5) – Moderator: Tarris Rosell, DMin, PhD. Panelists: Catherine Satterwhite, PhD, MSPH, MPH, and Broderick Crawford.
- The Impact of Vaccination on Lives and Livelihoods: A People’s Dialogue (April 1) – Moderator: Erika Blacksher, PhD. Panelists: D. Rashaan Gilmore, Andrea Perdomo-Morales, MSW, and Toniann Richard (in partnership with American Public Square)
- COVID Vaccine Access in the Latino Community: Building Trust, Promoting Health (August 12) – Host: Polo Camacho, PhD. Panelists: Erica Andrade and Jennifer Sutherlin.

POLICY AND PERSONAL GUIDANCE

The Center responds to calls for help daily, from patients and family members to organizational leaders and official policymakers. For example:

- **PERSONAL GUIDANCE** - Distraught adult daughter calls the Center about her confused but still independent mom experiencing bouts of paranoia and anxiety caused by dementia. The daughter respected her mom’s autonomy but struggled with being accused by her mother of stealing from her. Resources in their rural community were limited. We helped the daughter develop a plan and set priorities to ensure her mom’s dignity.
- **POLICY GUIDANCE** – We are called upon by healthcare administrators, public health and elected officials to bring ethical perspective to protocols, standards, executive orders, regulations and even legislation. In addition to responding to individual requests for guidance, CEO John Carney and others on our staff served on committees and collaborated with more than three dozen local, regional and national entities.

This time-intensive work, for which we receive no regular financial support, reflects our commitment to promote and protect the interests of those whose voices have not been heard or heeded, to education, and to the equitable and just delivery of healthcare.

EDUCATIONAL RESOURCE LIBRARY

The launch of our new website on November 1 included a complete overhaul of our Bioethics Library of more than 4,000 reports, guidelines, briefs, program resources, case studies, interviews, lectures and symposia. The new website was designed to appeal to our diverse constituencies and make it easier for users to find what they're looking for. It will also provide CPB with more direct control over design and content.

Audio, video and PDF files are now fully searchable in the following eight bioethics categories: Advance Care Planning, Biotechnologies and Genomics, End of Life Ethics, Informed Consent, Patient/Physician Relationships, Pediatrics, Public and Population Health, and Resource Allocation.

<https://www.practicalbioethics.org/resources/>

THOUGHT LEADERSHIP IN ETHICS

The Center's staff regularly provide regional, national and international thought leadership through invited lectures and scholarly publications. See pages 11-15 for a detailed list of staff media appearances invited talks and presentations and publications.

2. ADVANCE CARE PLANNING and SHARED DECISION MAKING

The Center's Advance Care Planning programs continue to build on its legacy work in end-of-life care, with emphasis on diverse communities' participation in advance care planning.

Advance Care Planning (Caring Conversations®) Community Education

This activity encompasses advance care planning programs and resources – including *Introduction to Caring Conversations®* and the *Caring Conversations® Workbook* in English and Spanish – available to the general public and employers.

Online Workshops for General Audiences – While instigated by pandemic precautions, virtual workshops proved to be a most efficient and effective means to reach the most people with the most impact. A total of 430 people registered for 4 workshops held in the spring and 4 in the fall, with 198 attending live. Each workshop provides guidance through the advance care planning process, including suggestions for discussing wishes, values and healthcare preferences with loved ones, naming an agent, and forms for documenting this information. [View workshop](#).

Employee Benefit Program Services – The Center has agreements with Hallmark (12th year) and Evergy (4th year) to provide advance care planning education and resources for employees and family members. In addition to online workshops, these agreements include additional services:

- 24/7 availability of a clinical ethicist on our staff to provide guidance in a healthcare crisis
- Customized Caring Conversations® workshops
- Free Caring Conversations® materials, including TPOPP (Transportable Physician Orders for Patient Preferences)
- Help completing Advance Directives and Durable Power of Attorney for Healthcare forms

[Caring Conversations® Resources](#) – We had more than 51,000 interactions involving Caring Conversations resources, and 22,400 involving TPOPP resources.

36,050	Purchases of <i>Introduction to Caring Conversations®</i> (20,550) and <i>Caring Conversations® Workbook</i> (15,500)
198	Workshop Participants (Registrations exceeded 450)
15,500	Website Interactions with CC (includes downloads)
51,198	TOTAL (Caring Conversations)
150	Caring Conversations Continued
22,250	TPOPP Forms
22,400	TOTAL TPOPP

[Transportable Physician Orders for Patient Preferences \(TPOPP\)](#)

TPOPP is the Kansas and Missouri version of POLST. POLST (Physician Orders for Life-Sustaining Treatment) is a voluntary national program that seeks to better align treatment plans with goals and values of frail and seriously ill patients with life-limiting illness. Under POLST, more than 45 states have adopted standardized medical order sets for such patients. These actionable medical orders follow patients across care settings. The KS/MO initiative, sponsored by the Center, is the country's only bi-state initiative. TPOPP depends on extensive participation and coordination among and between providers and care settings (e.g., hospitals, long-term care, EMS, etc.) for successful implementation. Thousands of TPOPP orders are executed by patients and families throughout the two-state region from Sabetha in southwest Kansas to St. Louis in east central Missouri. In 2009, the Center began this initiative by implementing a pilot program in Topeka and has been training KS/MO providers at various stages of development of TPOPP coalitions since that time. In 2021, we distributed 22,250 TPOPP forms to providers and 150 copies of *Caring Conversations®...continued to consumers*.

[Advance Care Planning in African American Faith Communities](#)

In 2015, based on the conviction that advance care planning (ACP) promotion must be rooted in the context of the cultural and spiritual life of African American communities, the Center developed an initiative to design and implement a replicable program with influential African American faith communities to improve ACP and end-of-life treatment for African Americans. Our early work revealed that churches need specific curriculum and logistical support to undertake ACP promotion within their congregations. This led to five one-day in-person and/or virtual events (Alameda, CA, Boston, MA, Kansas City, MO, Pittsburgh, PA, and Columbia, SC) being held in 2020-2021 using a variety of updated curricula to teach the basics of ACP, palliative care and hospice to African American pastors, congregations and community organizations. These educational events were well attended, and survey responses indicate that the workshops were well received with most respondents increasing their understanding of ACP, as well as their confidence and readiness for specific ACP milestones.

In late 2021, this project transitioned to Duke Divinity School, where they plan to preserve and disseminate the work already done and to extend the trajectory of that work going forward, both to reduce racial disparities in ACP and to continue nurturing the capacity of the African American Advance Care Planning/Palliative Care Network to lead efforts to overcome racial inequities across healthcare, all in a way that honors the legacy of Dr. Richard Payne, a singular witness for healing and justice with respect to African American health.

3. HEALTH JUSTICE THROUGH SYSTEMS CHANGE

COVID-19 – The Center’s response to the pandemic evolved in 2021 with the trajectory of the pandemic, with a strong emphasis on vaccine allocation, access and hesitancy. More than 530 people participated in our four-part Vaccine Webinar Series, “The COVID VACCINE: State of the Science and Ethics of Equitable Allocation,” featuring national and local expert panelists:

- Safety & Efficacy in Emergency Authorization: Getting it to those who want it, responding to those who don’t (January 29)
- Equitable Distribution – Logistics, Resistance and Justice (March 5)
- The Impact of Vaccination on Lives and Livelihoods: A People’s Dialogue (April 1), in partnership with American Public Square
- COVID Vaccine Access in the Latino/x Community: Building Trust, Promoting Public Health (August 14)

We continued to collaborate with local, regional and national entities to advocate for inclusion of ethical principles into pandemic policies and plans. CEO John Carney alone worked with more than two dozen outside organizations in 2021 serving on regional pandemic response and state task forces devoted primarily to improving access to underserved populations.

Ethical AI – The goal of the *Ethical AI* Initiative is to deploy a framework for design, development, dissemination and implementation of AI models for healthcare that protect diversity and inclusion while systematically reducing risk for bias. In 2021, we established an interdisciplinary and intersectional 20-member Advisory Council and a Community Action Work Group to engage diverse populations and marginalized communities. Work began on the development of an AI ethics curriculum and identification of a pilot project to test the curriculum. In the near term, the project will finalize the ethical framework for AI in healthcare. Long-term goals envision development of consultation and certification services for healthcare IT practitioners and providers.

Civic Engagement and Health Equity – John B. Francis Chair, Erika Blacksher, PhD, is bringing her expertise in population health and democratic deliberation to expand CPB’s longstanding commitment to health ethics. Four activities illustrate her national leadership in these areas.

Building a Circuit of Civic Learning, Dialogue and Connection to Advance Health Equity:

A Deliberative Approach – In September 2021, County Health Rankings & Roadmaps, a program directed at the University of Wisconsin Population Health Institute with support from the Robert Wood Johnson Foundation, awarded \$87,874 to fund the foundational phase of this new project, led by Dr. Blacksher. In collaboration with a seasoned research team and guided by a 15-member committee of local, regional and national experts in population health sciences, democratic deliberation, intersectionality and health justice, they are building a toolkit to convene racially, socioeconomically and geographically diverse Kansans and Missourians in a bi-state initiative to learn about, discuss and weigh in on pressing population health challenges.

Civic Engagement and Civic Infrastructure to Advance Health Equity Workshop – Dr. Blacksher served on a National Academies of Science, Engineering and Medicine committee that planned a two-day virtual workshop to explore the relationships between civic and political engagement and health equity and a more inclusive democracy. The workshop aired June 14-15, 2021, with some 500 people participating. A subset of attendees also participated in a mini-deliberation designed and facilitated by Dr. Blacksher. They weighed in on the question, “Which civic infrastructure investments are most

important in advancing health equity?” Dr. Blacksher authored an appendix to the final report describing its outcomes, which will soon be finalized.

Public Deliberation Project of the New York Academy of Medicine and the New York City Department of Health

– As part of the project, Dr. Blacksher developed and delivered a presentation on various ways to think about distributive fairness that accompanied two scientific expert presentations about the COVID-19 pandemic. This online series of deliberations was held between December 2020 and January 2021 (three in English, two in Spanish), gathering informed input from a cross section of New Yorkers representing all NYC boroughs. The results of these deliberations informed New York City’s vaccine distribution plan and were published in the peer review literature.

Interdisciplinary Association of Population Health Science – Dr. Blacksher is serving on the programming committee for the Association’s 2022 conference, the nation’s premier venue for population health science research and scholarship. The 2022 program will address “Interdisciplinary Approaches for Advancing Population Health Equity.”

PAINS-KC

Chronic pain continues to be a public health crisis, affecting more than 50 million Americans. The Center’s PAINS-KC initiative, begun in 2013, gives voice to those who live with pain and provides a safe place for engagement, education and advocacy. While COVID restricted in-person gathering in 2021, Citizen Leaders met virtually and sustained collaborations with The Pain Community, the Alliance to Advance Comprehensive Integrative Pain Management, and other pain advocacy organizations.

ORGANIZATIONAL CAPACITY

HUMAN RESOURCES

In 2021, the Center improved its staffing capacity with the addition of two new PhDs. This is the first time in the Center’s history in which five staff members are credentialed with doctoral degrees. We welcomed **(Marco) Polo Camacho, PhD**, to the staff in July. Dr. Camacho manages TPOPP, Ethical AI and the Ethics Committee Consortium, promotes the Center’s health ethics education services and expansion of our services to the Latino community and our bilingual capacity. **Lindsey Jarrett, PhD**, joined the staff full time in December as Principal Investigator and Program Director of the Ethical AI Initiative after having served the remainder of the year as a part-time consultant. **Matthew Pjecha, MS**, also served as a consultant to the Ethical AI project for half the year but is rejoining the staff part-time in 2022.

In September we contracted with **Megan Neher Public Relations** to help support digital marketing, social media and media/community relations aspects of our Integrated Fundraising, Marketing and Communications plan.

FUNDRAISING

In 2021, we challenged ourselves with an ambitious seven-part Fund Development Plan. Despite the pandemic, the plan was largely successful in four categories: Individual gifts (Appeals), Board Giving, Events, and Foundation Grants. We fell short of our goals in Planned Giving, due primarily to our inability to gather face to face for events. The Center was awarded a \$158,000 loan from the PPP (Federal Pandemic response), which converted to a gift award to supplement the individual/foundation support we received.

Annual Event – We presented *Humility, Health & Healing, where do we go from here?* virtually on February 25. With the Nelson-Atkins Museum of Art as the backdrop, the private broadcast produced by Eventology began with a greeting from Debbie Sosland-Edelman and Alan Edelman, event co-chairs, Eva Karp, board chair, and Sandra Stites, immediate past board chair. After a welcome from CEO John Carney and Julian Zugazagoitia, director of the Nelson-Atkins, segments included:

- “Faces of Humility,” a collage of images of clinicians treating COVID, patients and families illustrating dimensions of humility set to the music “God Bless the Child”
- Keynote Presentation, “Cultivating Resilience, Compassion and Mindfulness,” by Dr. Barry Kerzin, the Dalai Lama’s personal physician
- “Transformations” featured comments and insights from frontline healthcare workers.

The evening also included the opportunity to purchase tickets to win a “Silver Ticket Getaway” to Four Diamond Tubac Golf and Spa Resort, to participate in a drawing for a brooch/pendant, “Crossroads of Decision,” custom-designed by Robyn Nichols, and respond to a Text to Give appeal.

We netted \$151,873 from gross revenue of \$234,302, making this our most profitable annual event.

Annual Campaign – The 2021 Annual Campaign, *The Long March*, included:

- Article in *Practical Bioethics* (print newsletter) mailed early October.
- Weekly emails in November/December to 7,100-member database featuring videos of 9 individuals (staff, student, community partners) describing a CPB program or service, briefly summarizing the need, goal and “your support makes this possible.”
- Greeting card-style appeal mailed to 525 recipients on November 30, 2021.



The campaign raised a total of \$200,872, which included over \$20,000 in memorial donations from more than 80 donors following the November 26, 2021, death of our board member Liza Townsend. The year-end campaign proceeds also include a number of family foundations and trusts that historically support the general operations of the Center. Those donations represent about 75% of the remaining total. However, it is worthy to note that about 80 more individual contributions were received from our campaign, making this one of the most successful efforts in our history for year-end fundraising.

Major Gifts – We published *The Case for Practical Bioethics* and distributed it to major donors, civic and foundation leaders. John Carney met in person and/or virtually with approximately 10 donors over the course of a three-month period. Some meetings were cancelled due to the pandemic. The results were modest with about \$35,000 netted in the effort and one new donor asking for pledge information.

Planned Giving – We also drafted a Legacy Giving brochure. A scheduled in-person gathering at the home of Linda and Terry Ward in October was cancelled due to COVID. We are aware that the marketing window to a significant group of loyal but aging Center supporters will soon close and will pursue these opportunities vigorously in 2022.

Grants – We successfully applied for the following grants:

- American Century Foundation (\$15,000) for pandemic response
- Bank of America (\$100,000) for general operating
- Sosland Foundation (\$15,000) for general operating

- BioNexus KC (\$25,000) for Ethical AI Initiative
- Cerner Foundation (\$5,000) for Ethical AI Initiative
- Sunderland Foundation (\$160,000) for Ethical AI Initiative
- County Health Rankings & Roadmaps (\$87,847) for the Civic Engagement and Health Equity Project
- Stormont Vail Foundation (\$5,000) for Art of the Wish

2021 Seal of Transparency – Once again we earned the Platinum Seal of Transparency from Candid in 2021. Candid (formerly Guidestar) is a non-profit reporting website service, sharing program and financial information on nonprofit organizations in the U.S. Read our report at www.guidestar.org/profile/48-0985815.



MARKETING & COMMUNICATIONS

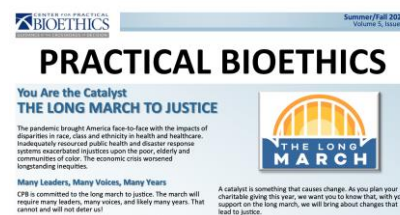
New Website @ PracticalBioethics.org – On November 1, 2021, the Center launched a new, more organized website that provides ease of updating directly to staff rather than a web design vendor. Developed and hosted by **Boxer & Mutt**, the new site tells our story, educates diverse audiences, routes them to the services/resources they need, and includes eCommerce functionality and flexible options to donate.

Bioethics Bulletin – We rebranded the monthly e-newsletter that we've been sending to our full database for several years. Under its new name, Bioethics Bulletin, the email features three to five brief stories with links to more information at PracticalBioethics.org.



Sustainers Council & Legacy Society Update – We introduced this quarterly e-newsletter in March 2021 as a special benefit for monthly donors and those who have let us know of their plans for an estate gift to the Center.

Practical Bioethics Newsletter – This was our sixth year of publishing *Practical Bioethics*. This semi-annual newsletter helps reach constituents that prefer receiving their information in print through the US Mail. We repurpose articles from it for our blog and/or social media.



Social Media – The primary objective of social media is to create engaging content on three platforms – Facebook, Twitter and LinkedIn – that drive traffic to the website. A secondary objective is to publicize the Center's work.

FOLLOWERS			
	JAN 1	SEP 1*	DEC 31
Facebook	6,200	6,254	6,273
Twitter	4,620	4,862	4,867
LinkedIn	1,305	1,465	1,465

* Start date for MNPR

Posts per month				
Social Platform	June	July	October	November
Facebook	7	9	17	17
LinkedIn	5	2	16	15
Twitter	6	4	17	17

MASS MEDIA, PRESENTATIONS AND PUBLICATIONS **BY CENTER STAFF**

MASS MEDIA APPEARANCES

Terry was interviewed by Kaci Jones for this February 10 piece on FOX4 News.

<https://fox4kc.com/video/computer-error-blamed-for-people-getting-covid-19-vaccine-before-they're-supposed-to/6278941/>

Terry was quoted extensively in a February 28 Kansas City Star editorial, "Cerner is helping create 'COVID-19 passports.' Will they be a reverse scarlet letter?" The editorial states that Terry said (without direct quotes) that "the pros of a COVID-19 immunity certification probably outweigh the cons – albeit 'with a good bit of hesitancy.' But, he adds, while immunity to the coronavirus is likely to be required internationally – and that's a good thing – the best course domestically might simply be patience: In another three months, enough of the population may be immunized to make the debate over passports moot on the home front."

<https://www.kansascity.com/article249550838.html>

Matthew Pjecha and Lindsay Jarrett were interviewed by Bill Tammus for a February 28 article on the Ethical AI Project in Flatland, a publication of KCPT Channel 19.

<https://www.flatlandkc.org/commentary/grappling-with-ethical-artificial-intelligence-in-health-care/>

John Carney and Terry Rosell were featured guests on The University of Kansas Health System's Morning Media Update on March 4. Discussion focused on the ethical distribution of the COVID-19 vaccine and vaccine equity.

<https://www.facebook.com/kshbtv/videos/279412973540280>

<https://www.kshb.com/news/coronavirus/kansas-city-covid-19-daily-briefing-for-march-4>

<https://www.medicalnewsnetwork.org/newsnetwork/doctalk/c/coronavirus%20media%20briefing%20thursday%203-4-21>

John Carney and Terry Rosell were both quoted on March 4 in a Wyandotte Daily piece, "Meatpacking Plant Workers Prioritized for Vaccines."

<http://wyandottedaily.com/meatpacking-plant-workers-prioritized-for-vaccines/>

Terry Rosell was one of three experts interviewed for a March 15 piece in Al Jazeera by Phil Devitt on ethical dilemmas posed by the vaccine rollout.

<https://www.aljazeera.com/news/2021/3/15/coronavirus-vaccine-the-ethics-behind-who-gets-the-shot-first>

John Carney was quoted on March 17 in the New York Times from a much longer interview with the authors, Ann Hinga Klein and Derek M. Norman, on prisoner access to vaccines.

<https://www.nytimes.com/2021/03/17/us/covid-prisoners-vaccine.html>

Terry Rosell was interviewed by Kaci Jones, FOX4, about vaccine passports on March 30. <https://fox4kc.com/news/will-a-vaccine-passport-be-required-to-travel-as-idea-grows-travelers-have-mixed-reactions/>

Terry Rosell was featured with David Fleming, president emeritus of the American College of Physicians and Senior Scholar at the MU Center for Health Ethics, on KCUR's 89.3 FM Up to Date hosted by Steve Kraske on Thursday October 28. The topic was "Are Vaccine Mandates Ethical?"

<https://www.kcur.org/podcast/up-to-date/2021-10-29/the-battle-between-your-bodily-autonomy-and-public-health>

Other Rosell interviews and appearances:

Marvin Yan and Sufal Deb, Zoom interview regarding immortality and ethics. I'm a Mortal Podcast, McMaster University, Toronto, Canada, June 7, 2021.

Vicky Diaz-Comacho, interview regarding end of life ethics and pandemic. Kansas City PBS *Flatlands*, May 26, 2021:

<https://www.flatlandkc.org/mental-health/what-the-pandemic-taught-us-about-the-end-of-life-and-grief/>

Jim Braibish, interview regarding "Vaccine Passports and Masks: Ethical Issues in COVID-19." Kansas City Medical Society Newsletter, April 2021.

Phil Devitt, email interview and written contribution to article, "US experts tackle ethical dilemmas posed by the vaccine rollout," in *Al Jazeera* (15 March 2021): <https://www.aljazeera.com/news/2021/3/15/coronavirus-vaccine-the-ethics-behind-who-gets-the-shot-first>

"Why (Some) People Won't Wear Masks: Sociological and Ethics Reflections." With Erika Blacksher. COVID Ethics Update, Center for Practical Bioethics YouTube Channel, January 2021.

INVITED TALKS & PRESENTATIONS

JOHN CARNEY, MEd

- "Ethics and COVID-19: Has anything gone right?" Kansas City Regional Home Care Association, Kansas City, MO, November 18, 2021
- "Hospice Diversity and Inclusion – Challenges and Opportunities." Kansas Health Care Association, Fall Conference, Lawrence, KS, September 23, 2021
- "Journeys of Grief and Loss: From Surviving to Striving to Thriving." Mid-America Regional Council, 2021 Age Positive Conference, May 13, 2021

TERRY ROSELL, DMin, PhD

- "Transplantation Ethics." Guest lecture in nursing ethics class, Rockhurst University, Kansas City, MO, Dec 2, 2021.
- "Interprofessional Ethics." Presentation to Neuro-Psychology Post-Doctoral Fellows, The University of Kansas Medical Center, KS, Nov 12, 2021.
- "Medical Ethics in COVID Times." Presentation, Jubilee Class, Prairie Baptist Church, Prairie Village, KS, Oct 10, Oct 17, 2021.
- "Medical Ethics and Why It Matters to You." Presentation, Jubilee Class, Prairie Baptist Church, Prairie Village, KS, Oct 3, 2021.
- "Ethics for Research in the Medical Humanities." Lecture in a student research elective, University of Kansas School of Medicine, Kansas City, KS, Sept 21, 2021.
- "Healthcare Decision Making and Biomedical Ethics." Didactic session for Clinical Pastoral Education, Mosaic Life Center, St Joseph, MO, Sept 9, 2021.
- "Clinical Ethics for Psychiatry: Principles and Cases." GME Ethics didactic, Psychiatry Residency Program, Joplin, MO, Aug 31, 2021.
- "Young Physicians on the Frontline: Real-World Perspectives on Healthcare and Ethics During COVID and Beyond." Moderator of panel discussion, Rosemary Flanigan Lecture, Center for Practical Bioethics, Kansas City, MO, Aug 30, 2021.
- "Clinical Ethics: What You Need to Know." Orientation for Geriatric and Palliative Medicine Fellows, University of Kansas Medical Center, Kansas City, KS, Aug 12, 2021.
- "Ethics for Physical Therapists: The Cases of Dax and Schiavo." Ethics didactic and discussion in DPT program, University of Kansas School of Health Professions, Kansas City, KS, June 29, 2021.
- "Moral Distress and Resiliency at Work: Bucking Up, Hunkering Down, or Letting Go?" Workshop presenter, with Lucia Wocial, RN, PhD; Remedy Healthcare Consulting, Kansas City, MO, June 1, 2021.
- "*Kidney to Share*: Webinar with Co-Authors Martha Gershun and John Lantos." Moderator, Kansas City Public Library, Kansas City, MO, May 26, 2021.
- "An Evening Dialogue About Bioethics." Guest lecture, EdD course, Baker University, Overland Park, KS, May 13, 2021.
- "Clinical Ethics Consultation." Presentation to Onco-Psychology Team, The University of Kansas Cancer Center, Westwood, KS, March 25, 2021.
- "What the Hospital Ethics Committee Is, and How It Works." Lecture for Health Administration Ethics course, University of Kansas Medical Center, Kansas City, KS, March 18, 2021.

- “Equitable Distribution: Logistics, Resistance, and Vaccine.” Webinar moderator with Dr Catherine Satterwhite and Broderick Crawford, Center for Practical Bioethics, March 5, 2021.

ERIKA BLACKSHER, PhD

- Two talks in January to the **Pacific Northwest University’s Bioethics Club** (January 12) and **Madigan Army Medical Center’s Ethics Committee** (January 26). She explored questions of health justice raised by worsening white mortality trends in white people with low levels of educational attainment.
- Two talks to the **KC Quality & Innovation Panel** (February 18) and the **National Hispanic Council on Aging** (March 16). She argued for the ethical importance of meaningful public involvement in pandemic planning, priority setting, and response.
- On March 11 to the **NIH Clinical Sequencing Evidence-Generating Research Consortium** (CSER2 – the “2” stands for the second round, focused on studies with minority, underrepresented and underserved populations). She discussed how to translate democratic deliberative theory into democratic engagement to translate the findings of their projects into principles, policies and practices in healthcare.
- On August 19 to the **European Society of Medicine Annual Conference**. In this virtual presentation, she spoke to questions of health justice raised by worsening white mortality trends in white people with low levels of education.
- On September 8 to **University of Kansas Medical Center (grand rounds)**. She discussed the Center’s new Civic Engagement and Health Equity Project, *Building a Circuit of Civic Learning, Dialogue and Connection to Advance Health Equity: A Deliberative Approach*. She explained what democratic deliberation is, its roots in democratic deliberative theory, the toolkit being developed to test it, and the population health challenges it will help to address.

LINDSEY JARRETT, PhD

- “What We Ought to Do with AI in Healthcare, April 15 at the BioNexus KC Informatics Conference.
- “The Intersection of Artificial Intelligence and Ethics,” June 17 for North Central University School of Health Sciences’ Interprofessional Student Seminar. https://youtu.be/j_Nlt_QMAPY
- “The Intersection of Artificial Intelligence and Ethics,” June 28, for Rockhurst University “Business Intelligence” class, focusing on Lindsay’s career in healthcare IT and the important considerations (including ethical ones) for students as they make business-related decisions in their intelligence/analytics careers.

RYAN PFERDEHIRT, D. Bioethics, HEC-C

- “Bioethics Workshop.” Invited Workshop leader. Ochsner Health Center. New Orleans, LA. November 19, 2021.
- “Medical Ethics Immersion Workshop: Part 4.” Webinar Presenter. Kansas City Area Ethics Committee Consortium. Kansas City, MO. November 11, 2021.
- “Outside the Irony Tower.” Career Day, Arizona State University, November 10, 2021.
- “Medical Ethics Immersion Workshop: Part 3.” Webinar Presenter. Kansas City Area Ethics Committee Consortium. Kansas City, MO. November 4, 2021.
- “Medical Ethics Immersion Workshop: Part 2.” Webinar Presenter. Kansas City Area Ethics Committee Consortium. Kansas City, MO. October 28, 2021.
- “Medical Ethics Immersion Workshop: Part 1.” Webinar Presenter. Kansas City Area Ethics Committee Consortium. Kansas City, MO. October 14, 2021.
- “Futile Care: Identifying and Navigating.” Keynote Speaker. Heartland Health Alliance and Bryan Health. Lincoln, NE. September 17, 2021.
- “Importance of Word Choice in Clinical Conversation.” Session for Clinical Pastoral Education, Mosaic Life Center, St Joseph, MO, September 9, 2021
- “Bioethics Workshop.” Invited Workshop leader. Mary Lanning Hospital. Hastings, NE. June 17, 2021.
- “Social Isolation During a Pandemic.” Invited Presenter. Mosaic Life Care. St. Joseph, MO. June 15, 2021.
- “Caring Conversations Training Session.” Co-Presenter. Caring Conversations Advance Care Planning Education Webinar Series. Kansas City, MO. May 20, 2021.
- “What a Bioethicist Says About Treating NDErs.” Invited Presenter. International Association for Near-Death Studies, Inc. Spring Symposium. *Providing Care for Those Touched by Near-Death and Related Experiences: Ethical Best Practices*. Virtual Symposium. April 30, 2021.
- “Caring Conversations Training Session.” Co-Presenter. Caring Conversations Advance Care Planning Education Webinar Series. Kansas City, MO. April 28, 2021.
- “Caring Conversations Training Session.” Co-Presenter. Caring Conversation Advance Care Planning Education Webinar Series. Kansas City, MO. April 16, 2021

- "Patient Capacity: Fundamentals and Clinical Illustrations." Invited Presenter. University of Kansas Hospital, Internal Residents Grand Round. Kansas City, KS. April 9, 2021.
- "Importance of Word Choice in Clinical Conversation." Webinar Presenter. Kansas City Area Ethics Committee Consortium. Kansas City, MO. April 8, 2021.
- "Caring Conversations Training Session." Co-Presenter. Caring Conversation Advance Care Planning Education Webinar Series. Kansas City, MO. March 23, 2021.
- "Advance Care Planning". Invited Co- Presenter. North Kansas City Hospital Nurse Resident Rounds. Kansas City, MO. March 16, 2021.
- "Advance Care Planning". Invited Co- Presenter. North Kansas City Hospital Nurse Resident Rounds. Kansas City, MO. March 11, 2021.
- "Ethical Considerations in the Care of the Elderly." Invited Presenter. Moon River Senior Care and Transportation. Ashburn, VA. March 10, 2021.
- "Withholding/Withdrawal of Life Sustaining Treatments." Invited Presenter. Kansas City Hospice & Palliative Care Social Workers. Kansas City, MO. February 12, 2021.

POLO CAMACHO, PhD

- "Caring Conversations Training Session." Co-Presenter. Caring Conversations Advance Care Planning Education Webinar Series. Kansas City, MO. September 21, 2021.
- "Caring Conversations Training Session." Co-Presenter. Caring Conversations Advance Care Planning Education Webinar Series. Kansas City, MO. October 15, 2021.
- "Caring Conversations Training Session." Co-Presenter. Caring Conversations Advance Care Planning Education Webinar Series. Kansas City, MO. October 26, 2021.
- "Caring Conversations Training Session." Co-Presenter. Caring Conversations Advance Care Planning Education Webinar Series. Kansas City, MO. November 1, 2021.

PUBLICATIONS

JOHN CARNEY, MEd

Co-authored "POLST Is More than a Code Status Form: Suggestions for Appropriate POLST Use in Long-Term Care" in JAMDA (Journal of Post-Acute and Long Term Care Medicine), May 21, 2021. Authors contend that use of [#POLST](#) as a code status order form can be problematic, explain why and make recommendations to implement appropriate use. <https://doi.org/10.1016/j.jamda.2021.04.020>

TERRY ROSELL, DMin, PhD

Rosell, Tarris and Allen Greiner. Blog: "Eight Principles and Practices for Ethical Vaccine Distribution: A Proposal." Center for Practical Bioethics online, March 9, 2021: <http://practicalbioethics.blogspot.com>

Rosell, Tarris and Erika Blacksher. Blog: "Should Doctors Refuse to Treat Unvaccinated People?" Center for Practical Bioethics online, Aug 23, 2021: <http://practicalbioethics.blogspot.com>

ERIKA BLACKSHER, PhD

Trinidad SB, **Blacksher E**, Woodbury RB, Hopkins SE, Woodahl EL, Burke W, Boyer BB, Hiratsuka VY. Precision Medicine Research with American Indian and Alaska Native Communities: Results of a Deliberative Engagement with Tribal Leaders, *Genetics in Medicine*, accepted October 29, 2021.

West KM, Cavanaugh KL, **Blacksher E**, Fullerton SM, Umeukeje EM, Young B, Burke W. Stakeholder Perspectives on Returning Non-Actionable *APOL1* Genetic Results to Research Participants. *Journal of Empirical Research on Human Research Ethics*, accepted October 13, 2021.

Scherer M, Kamler A, Weiss L, **Blacksher E**, Jeavons J, Gold MR. Using Public Deliberation to Set Priorities: The Case of COVID-19 Vaccine Access in New York City. *Journal of Public Health Management and Practice*, accepted October 7, 2021.

Estime SR, Lee HH, Jimenez N, Andreae M, **Blacksher E**, Navarro R. Diversity, Equity, and Inclusion in Anesthesiology. *International Anesthesiology Clinics* 2021;59(4):81-85.

Blacksher E, Hiratsuka VY, Blanchard JW, Lund J, Reedy J, Beans JA, Saunkeah B, Percy M, Byars C, Yracheta J, Tsosie KS, O'Leary M, Ducheneaux G, Spicer PG. Deliberations with American Indian and Alaska Native People about the Ethics of Genomics: Three Tribal Deliberations in the United States, *AJOB Empirical Bioethics* 2021;12(3):164-178.

Freedman BI, Burke W, Divers J, Eberhard L, Gadegebeku CA, Gbadegesin R, Hall ME, Jones-Smith T, Knight R, Kopp JB, Kovinsky CP, Norris KC, Olabisi OA, Roberts GV, Sedor JR, **Blacksher E**. Diagnosis, Education, and Care of Patients with *APOL1*-Associated Nephropathy: A Delphi Expert Panel Consensus and Systematic Review, *Journal of the American Society of Nephrology*, April 2021, ASN.20201011399.

Blacksher E, Valles S. White Privilege, White Poverty: Reckoning with Class and Race in America, *Hastings Center Report* 2021;51 (Suppl1):S51-S57. doi: 10.1002/hast.1230

RYAN PFERDEHIRT, D.Bioethics, HEC-C

Pferdehirt, Ryan. "Voluntary and Involuntary Nonadherence: Terminology for Labeling Patient Participation." *The Journal of Healthcare Ethics & Administration* 7, No. 3 (Summer 2021): 1-7.

POLO CAMACHO, PhD

["Beyond descriptive accuracy: The central dogma of molecular biology in scientific practice"](#) *Studies in History and Philosophy of Science, Part A* 86, 20-2.

"Could the Greatest Illusion of the Modern Synthesis Be Practical?" *Biosemiotics* 14 (1), 55-60.

https://scholar.google.com/citations?view_op=view_citation&hl=en&user=Y1tYGZsAAAAJ&citation_for_view=Y1tYGZsAAAAJ:9yKSN-GCB0IC

TRUDI GALBLUM, MPS

"Small But Powerful: How two family foundations boosted a researcher's dream to address health disparities," relates the multi-year process that led to Project Talk, a five-year, national, randomized controlled trial funded by the NIH.

"Exhibit Celebrating the Wishes of Elders Provokes Strong Emotions"

"Becoming a Living Donor"

<https://www.practicalbioethics.org/in-the-news/becoming-a-living-organ-donor/>



BOARD MEETING of the Board of Directors
February 4, 2022 at 12 noon CT
Location: Zoom Conferencing

Quorum = 9

Abiodun Akinwuntan	
Rob Ayala-Flores	
Mary Beth Blake	
Karen Bullock	
Darrin D'Agostino	
Alan Edelman	
Sukumar Ethirajan	
Tresia Franklin	
Diane Gallagher	
Eva Karp - Chair	
Jane Lombard	
Sam Meers	
Maggie Neustadt	
Stephen Salanski	
Sandra Stites	
Tangula Taylor	
Mark R. Thompson	
John Carney – President	
Cindy Leyland – Staff	