

Center for Practical Bioethics Board of Directors – 2022 Annual Meeting of the Corporation
November 9, 2022 7:30 AM

Location: In-person or Zoom Conferencing

In-Person: 9th Floor, Shalton Conference Room, Polsinelli PC, 900 W. 48th Place, KC, MO 64112

By Computer: <https://us02web.zoom.us/j/9528298699> *Preferred for document screen sharing.*

By Phone: 1 669 900 6833 or 1 646 558 8656

Meeting ID: 952 829 8699

AGENDA (*Attachment 1*)

- I. Call to Order** Eva Karp, Chair
- II. Approval of Board Meeting Minutes for Sept 14, 2022** (*Attachment 2*)
- III. Committee Reports**
 - A. Governance Committee Report** (*Attachment 3*) Steve Salanski, Chair
 - 1. Returning Board Members – Class of 2025 Standing for Re-Election (*Attachment 4*)
 - a. Abiodun Akinwuntan, Ed O’Connor, Steve Salanski, Mark R. Thompson
 - 2. New Board Members – Class of 2025
 - a. [Anita Ho, PhD](#), and [Mitzi Cardenas](#)
 - 3. New Board Member – Class of 2024
 - a. [Raghu Adiga, MD](#)
 - 4. New Board Member – Class of 2023
 - a. Pending
 - 5. 2023 Slate of Officers
 - a. Chair of the Board – Steve Salanski
 - b. Vice Chair – Mark R. Thompson
 - c. Secretary - Jane Lombard
 - d. Treasurer – Tresia Franklin
 - 6. 2023 Annual Board and Staff Retreat – postponed until March 2023
 - 7. Strategic Thinking Document (*Attachment 5*)
 - 8. Board Self Evaluation
 - B. Finance Committee Report** Tresia Franklin, Treasurer
 - 1. Financial Statements – 09.30.22 YTD
 - a. Statement of Condition Summary (*Attachment 6*)
 - b. Statement of Activities Summary (*Attachment 7*)
 - c. Headlines for Sept 2021 & YTD Performance (*Attachment 8*)
 - d. 2022 Year-End Forecast (*Attachment 9*)
 - C. Resource Development Report** Alan Edelman, Chair,
& Cindy Leyland
 - 1. 2022 Annual Campaign – *In Times Like These*
 - 2. 2023 Annual Event
- IV. Chair and President Report** Eva Karp & John Carney
 - A. Recognition of Retiring Former Board Chair**
 - 1. Sandra Stites (9 years)
 - B. Land and Labor Acknowledgement Statement** (*Attachment 10*)
 - C. Contract for Finance/Accounting Support**
 - D. Update on SCOTUS Statement**
- V. Adjourn**

Next Board Meeting: Board Retreat, March 2023

[Board Book & Materials Link](#)

BOARD MEETING of the Board of Directors

September 14, 2022 – 7:30 am Location: Zoom Conference & Polsinelli PC

Item	Key Points	Discussion	Action
I. Call to Order at 7:30 am		Eva Karp, Chair	
II. Approval of Minutes of 07.13.2022 Board Meeting	Meeting minutes approval		Meeting minutes approved as submitted.
III. Committee Reports			
A. Finance Committee Report <ol style="list-style-type: none"> 1. Financial Statements – 07.31.22 YTD <ol style="list-style-type: none"> a. Statement of Condition b. Statement of Activities c. Headlines for YTD Performance 2. Filing of the 2021 Audit and 990 	Finance Committee Treasurer, Tresia Franklin, reported	<p>Tresia Franklin presented the financial statements and summarized operations through end of July. Market performance impacting assets. Operating results from Annual Event short of budget. Earned Income is strong, with possibility of exceeding budget.</p> <p>Richard Jungck, Chair of the Audit Committee, and Matt Brickey, with McBride Lock & Associates, presented the 2021 Audit, Unmodified Opinion. Discussion of Note 7 re: Francis Foundation funds and John B. Francis Chair.</p> <p>Matt Brickey presented the 2021 Form 990.</p>	<p>Financial statements received and filed.</p> <p>2021 Audit accepted</p> <p>All Board members asked to review the 990 and submit an email indicating they have done so.</p>
B. Resource Development Report <ol style="list-style-type: none"> 1. Legacy Giving 2. Board Giving 3. Year-End Campaign 	Resource Development Committee Chair, Alan Edelman, reported	<p>Re-engaging with original 2009 Legacy Society members; planning face-to-face gathering of Legacy Society members and prospective members in Spring 2023. Year-end campaign is segmented to identify and provide individual attention to a group of 30-40 prospective legacy donors.</p> <p>John and Alan have met with several board members about their personal financial support of the Center.</p> <p>Year-end campaign, In Times Like These, underway, including print newsletter, monthly Bioethics Bulletin, email campaign, KCUR spots, and direct mail.</p>	<p>Resource Development report received and acknowledged.</p> <p>Please respond to Cindy when she contacts you about meeting</p>

Item	Key Points	Discussion	Action
<p>4. <i>Art of the Wish 2.0</i> – Epsten Gallery</p> <p>C. Governance Committee Report</p> <p>1. Nominations for Board and Board Officers</p> <ol style="list-style-type: none"> Three open positions Audit Committee Chair Nominee Open Officer Positions <p>2. Strategic Planning 2023 Retreat</p> <ol style="list-style-type: none"> Finalize Board Self-Evaluation Instrument and Process (please complete survey) Strategic Thinking Document Future Impact of DEI 	<p><i>Art of the Wish</i> exhibition opens at Epsten Gallery 9/14/2022.</p> <p>Governance Committee Chair, Steve Salanski, reported</p>	<p>Village Shalom partnering with CPB for Berkley Symposium (<i>Art of the Wish 2.0</i>) planned for November 2022.</p> <p>It is important that all Board members complete the Matrix Survey and the Board Self-Evaluation Survey. Cindy will send to those who have not yet completed them.</p> <p>Discussion re: timing of 2023 Retreat</p>	<p>Governance Committee report received and acknowledged.</p> <p>Cindy will send surveys to those who have not yet responded.</p>
<p>IV. Chair and President Reports</p> <p>A. President</p> <ol style="list-style-type: none"> Berkley Symposium Update on Programs <p>B. Chair</p> <ol style="list-style-type: none"> SCOTUS Statement Update on CEO Position 	<p>Berkley Symposium will be held in November</p> <p>Maggie, Board Member, and Lindsey Jarrett, Staff, presented at ASHRM</p> <p>Statement published</p> <p>Search is progressing per timeline.</p>	<p>Additional details forthcoming</p> <p>The ASHRM conference is the preeminent meeting of healthcare risk management folks</p> <p>Discussed venues for sharing statement and developing dialog on issues raised</p>	<p>John will work with Board</p>
V. Adjourn			Adjourned.

BOARD MEETING of the Board of Directors
July 13, 2022 – 7:30 am
Location: Zoom Conferencing & Polsinelli PC

Attendance Roster

Abiodun Akinwuntan	Absent (excused – travel)
Norberto (Rob) Ayala-Flores	Online
Mary Beth Blake	In person
Karen Bullock	Online
Darrin D’Agostino	Online
Alan Edelman	In person
Sukumar Ethirajan	Online
Tresia Franklin	In person
Diane Gallagher	Online

Eva Karp - Chair	Present
Jane Lombard	Online
Maggie Neustadt	Online (left early)
Stephen Salanski	In person
Sandra Stites	In person
Tangula Taylor	Unable to attend
Mark R. Thompson	In person
John Carney – President	In person
Cindy Leyland – Vice President	Present (remote)



Governance Committee Meeting
Friday, October 14, 2022, at 8:00 am

By Computer: <https://zoom.us/j/990528934>

By Phone: 1-646-558-8656

Meeting ID: 821 6073 8105

Chair: Steve Salanski

Members: Abiodun Akinwuntan, Mary Beth Blake, Karen Bullock,
Sukumar Ethirajan, Jane Lombard, Maggie Neustadt,
Mark R. Thompson

Staff: John Carney, Cindy Leyland

AGENDA

1. Nominating Committee

a. Board Positions

i. Open Positions

1. Reviewed the 2023 DRAFT Board Terms by Class
2. Four open positions to fill

ii. Board Matrix (Board Profile Survey)

1. Reviewed the August 2022 Board Survey Summary, noting age, ethnicity, region and gender make-up of Board. The three exiting members are from the Kansas City region; we are losing two African American women – a physician and a nurse executive, as well as a white male with marketing skills. This review helps identify the diversity of Board member nominees.

iii. Potential Nominees

1. Reviewed and discussed ten (10) prospective Board members, including their professional backgrounds and other characteristics that meet needs as identified through the Board matrix.
2. Via email, a prioritized list will be sent to Committee members for approval, and Steve Salanski will reach out to the prospective members and follow up with the committee.

b. Board Officers

i. Process for nomination

Briefly discussed process for nomination; committee members agreed that the CEO, Board Chair and Governance Committee Chair should meet to consider prospective board officers and then meet with those persons pending Governance Committee approval.



**Governance Committee Meeting
Friday, October 14, 2022**

2. 2023 Annual Board and Staff Retreat

- a. Format and timeline
 - i. Recommend to the Board that the Retreat be held the last weekend of March 2023 to give the incoming CEO time to acclimate and prepare.

3. Strategic Thinking

- a. John Carney offered a cursory review of the pie charts which explained funding sources for various programs in the Strategic Thinking and Operational Plans document

4. Board Self-Evaluation

- a. The attachment was provided and will be discussed at the next Governance Committee meeting.

Next Board Meeting is Wednesday, November 9

Next Governance Committee Meeting Friday, December 9, 2022

Center for Practical Bioethics
(Founding and Non-Founding Directors)*
Terms and Classes for January 1, 2023 through December 31, 2025
Officers for 2023

Seat	Class-Term Expiring	Director (1 st year)	Eligible for Re-Election	Officers and Exec. Committee - 2023
	Dec 2023			
1		Alan Edelman (2018)	Y – 2 nd Term	
2		Sukumar Ethirajan (2015)	N – 3 rd Term	
3		Maggie Neustadt (2020)	Y # – 1 st Term	
4		Eva Karp (2017)	Y # – 2 nd Term	Immediate Past Chair
5		Darrin D’Agostino (2017)	Y # – 2 nd Term	
6		Open – Pending	Y#	
	Dec 2024			
7		Karen Bullock (2022)	Y – 1 st Term	
8		Jane Lombard (2016)	N – 3 rd Term	Secretary
9		Rob Flores (2022)	Y – 2 nd Term	
10		Raghu Adiga	Y##	
11		Tresia Franklin (2019)	Y – 2 nd Term	Treasurer/Fin. Ch.
12		Diane Gallagher (2020)	Y## – 1 st Term	
	Dec 2025			
13		Abiodun Akinwuntan (2017)	N – 3 rd Term	
14		Mitzi Cardenas	Y – 1 st Term	
15		Ed O’Connor (2022)	Y # – 1 st Term	
16		Anita Ho	Y – 1 st Term	
17		Steve Salanski (2017)	Y – 3 rd Term	Chair
18		Mark R. Thompson (2020)	Y – 2 nd Term	Vice Chair
19		Mary Beth Blake†		Founding Director

* The board shall consist of 15 to 18 non-founding directors plus founding directors [Section 3.2, corporate bylaws]. Non-Founding directors serve three (3) year staggered terms and are eligible for up to three (3) consecutive full terms. Service to complete a vacated term shall not be considered a 3-year term limitation. [Section 3.3, corporate bylaws]. Those elected to office in the corporation may continue as directors for the term of elected office.

First elected to complete a one-year unexpired term (expiring Dec. 2017, 2020, 2022)

First elected to complete two-year unexpired term (expiring Dec 2024)

† Founding Director



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Discussion Purposes Only

Strategic Thinking

Initiatives and Programs Operational Plans

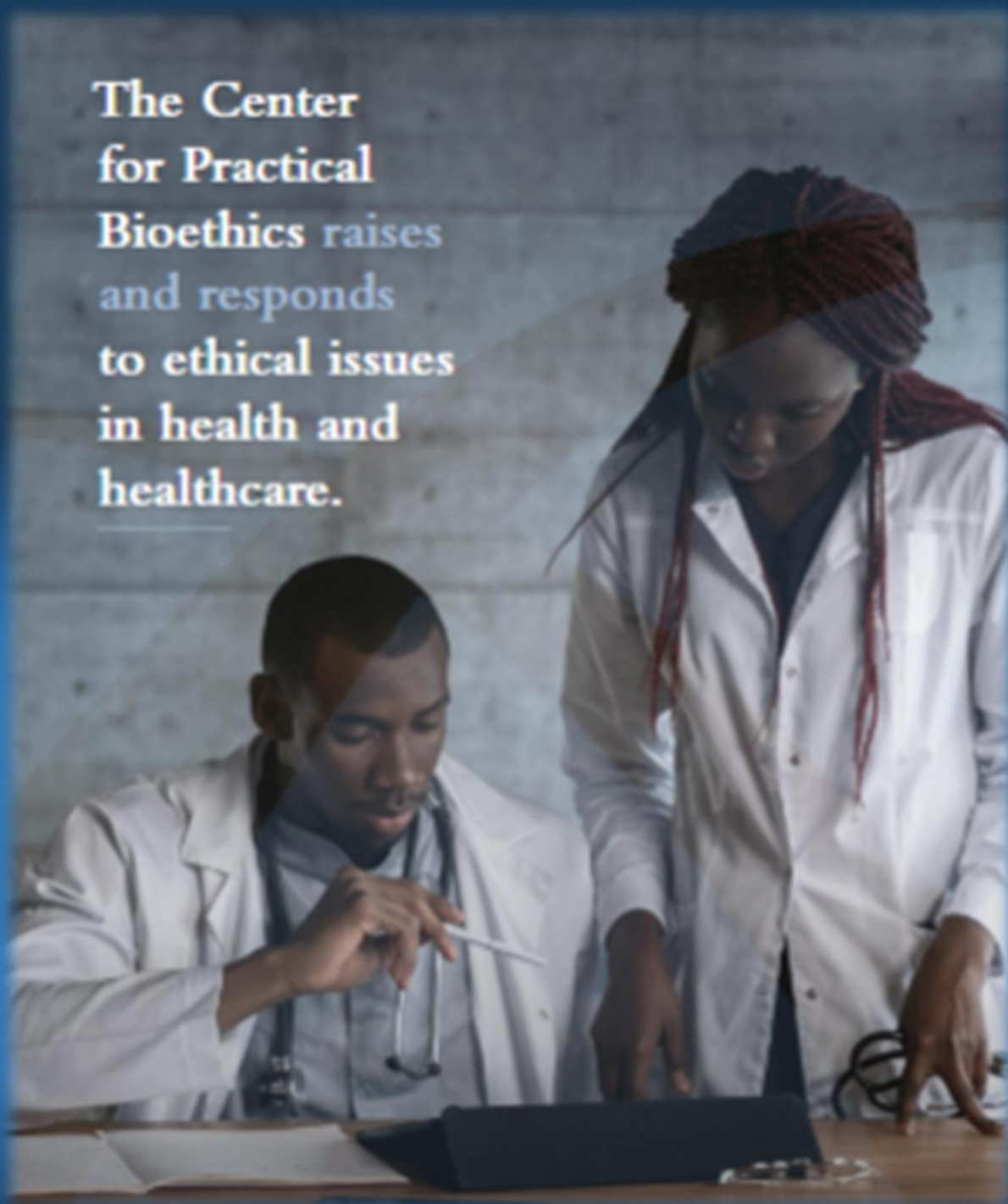
Guidance at
the crossroads
of decision

Policy
Professional
Personal

2022 and 2023



**The Center
for Practical
Bioethics** raises
and responds
to ethical issues
in health and
healthcare.



CENTER FOR PRACTICAL
BIOETHICS

Strategic Thinking

Early in 2018, at its board and staff retreat, the Center for Practical Bioethics faced a fundamental question about the merits of renewing efforts in developing a new strategic plan. At the time, the just concluding 5-year plan, adopted in 2013, had proved helpful upon adoption but as the years unfolded it grew increasingly apparent that our mission of “raising and responding to ethical issues in health and healthcare” sometimes required dramatic shifts in plans, goals, programs that were unknowable and unforeseen even months earlier.

Additionally, formal initiatives embraced and adopted with multi-year usually required pledges of support by major partners and collaborators. In a few instances those entities shifted emphases accompanied by senior leaders’ departures causing the initiatives to end abruptly. In another, philanthropic support dramatically shifted after a failed referendum erasing a major regional effort that included a regional ethics role for the Center. Carefully crafted strategies, goals, objective and timelines days and weeks in the making dissolved leaving major strategic plans for the Center canceled.

Recognizing that our size and spheres of influence required a collaborative approach were necessary and also acknowledging that our ability to chart our own course was far less integral to our mission than helping others at the Crossroads of Decisions Making, we chose a path more aligned with our model of service.

This new approach to strategy development effort coincided with similar major shifts in higher education – confronting “external challenges” and “disruption” as endemic reality in service delivery. Recognizing volatility as an expectation of the environment, effective strategies require a more nuanced response than traditional formal strategic planning methods employed. Strategic thinking coupled with adoption of shorter-term annual plans (one to three years in length) were integrated into annual strategic thinking and visioning retreats focused more on “What’s hot now” to ensure that initiative and programs were continuously adjusting and aligning with mission and a compelling vision of the future.



A Three-Dimensional Response

The Center's work encompasses
three dimensions.

PROFESSIONAL

Providers, students,
clinicians and caregivers
need to understand and
apply sound ethical
principles and decision
making to uphold their
duties when caring for
others and themselves.

POLICY

Elected and appointed
civic leaders need
guidance and
resources to apply
just and equitable
standards for the
common good.

PERSONAL

Every day, patients,
families and clinicians
need help responding
to complex issues
in medicine,
healthcare
and research.



Strategic Goals and Programming 2021-2023

Section I.

Within the POLICY arena: Health Justice Through Systems Change
Initiatives Focus

- Civic Population Health Project (2021-)
- Ethical AI Framework for Justice (2021-2023)
- Emerging Issue: Maternal HealthEquity (2022-)

Section II.

Within the PROFESSIONAL arena (2022-2023)
Initiatives Focus

- Professional Ethics Education and Training
- Consultation Services

Section III.

Within the PERSONAL Arena:
Initiatives Focus

- Online Resources and Website
- Legacy: Advance Care Planning and Shared Decision Making (2022-2023)
 - Equity - Serving Latino Populations (2022-2023)
- TPOPP/POLST Resources Update and Leadership Transition

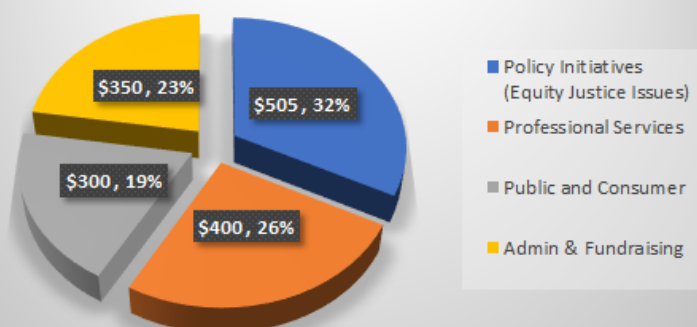
Section IV.

Management and Execution

- Sustainability: Earned Revenue and multi-year grant funding
- Equity and Diversity Within (Board and Staff Training 2022)



Strategic Initiatives and Programs - \$1,500K Total
Projected Sources of Support (In thousands)



Policy
Professional
Personal

SECTION I: Ethics Policy Guidance: Mission Alignment

HEALTH JUSTICE THROUGH SYSTEMS CHANGE

Issues emerge in health and healthcare all the time, while the need for change in systems of organizing and delivering care persists throughout American society. The Center works proactively to shine light and respond to these issues by:


- Using the tools of ethics based on principles of philosophy
- Seizing opportunities to advance awareness of emerging issues and causes
- Bringing diverse, inclusive, multi-disciplinary groups together to work collaboratively
- Creating, curating and disseminating resources

Service to Policy Makers,
Public and Population Health Leaders...
Locally, regionally and nationally
Ongoing Public Health Response (COVID 19)
Health Equity and Justice

Initiative Focus:
Civic Population Health Project

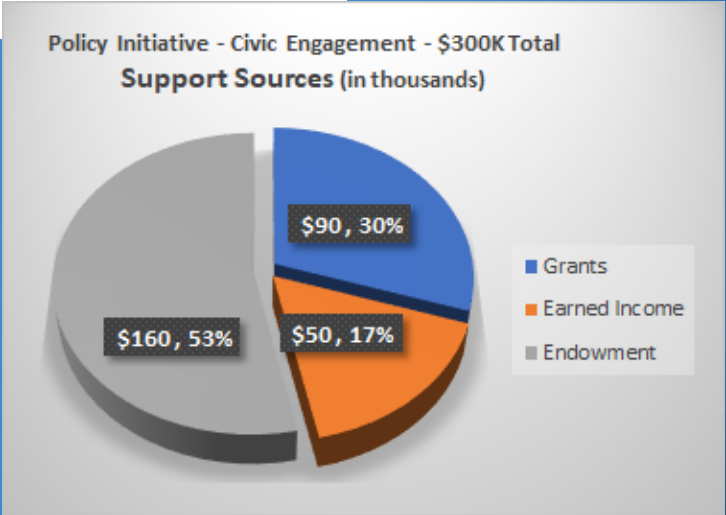
CIVIC ENGAGEMENT AND HEALTH EQUITY

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

2021 Launch,
2022 Initial Grant Award
Plans for 2023



In 2023, pilot project will measure participants’ learning about how the role of social and economic conditions causes poor overall health and health differences for certain groups of people.

Piloting activities will evaluate:

- if participation in democratic deliberation expands participants’ views and enables respectful dialog in presence of disagreement;
- whether participation by diverse groups forges positive connection and increased trust;
- and whether people can find shared purpose on pressing population health challenges.



Initiative Focus and Mission Alignment

Ethical AI Initiative

AI will soon be pervasive in healthcare. How do we embrace this inevitable shift while navigating the accompanying uncertainty? As stakeholders, we can agree we need guidelines for safety, but what about fairness, accountability and protections for vulnerable patients to protect them from systemic bias? There is an urgent need for industry standards and for contextual guidance accounting for theoretical problems facing development of intelligence for healthcare applications.

Ethical AI: A Framework for Justice



Three factors create a context in which AI tools can produce ethically problematic outputs that can be difficult to detect and audit:

- AI tools are black boxes. For complexity and intellectual property reasons, they can be difficult/impossible to scrutinize when they produce unexpected outcomes.
- AI tools have been shown to reproduce systemic biases contained in the data used to train them.
- AI tools are afforded deference by human users; AI judgments are generally considered to be “more objective” than those made by people.

Ethical AI Initiative
Goals and Program Performance

2021 Launch

2022 Program Plan

PhD, Principal Investigator,
Lindsey Jarrett



MS, AI Ethics Associate, Matthew Pjecha



PhD, Project Manager, Polo Camacho



PhD, Senior Ethics Advisor, Erika Blacksher



Steering Committee

Ethical AI Advisory Council

Anurag Patel
Abada Health

Mark Hoffman
Chief Research Information Officer,
Children's Mercy

Casey Overby Taylor
Assistant Professor, Johns Hopkins
University

Dick Flanigan
Senior VP, Cerner Corporation

Md Mobashir Hasan Shandhi
Assistant Professor, Duke University

James (J.D.) Martindale
Director of Data Science, Anthem

Ann Ogborn
EHR Instructional Designer| Training
Env. Coordinator, UKHS

Sierra Davis
Data Scientist, Children's Mercy

Dennis Ridenour
CEO-President,
BioNexus KC

Julie DeJean
CEO, The Whole Person

Tapan Bhatt
CEO-Founder,
TeraCrunch

Aleksander Eskilson
Director of Engineering,
Sottek Illuminate

Alexs Thompson
Director of Data Strategy,
O'Reilly Auto Parts

Lindsey Adams
Public Policy & Government Affairs,
Cerner Corporation

Gerald Wyckoff
Professor & Chair,
UMKC School of
Pharmacy

Aaron Deacon
Managing Director,
KC Digital Drive

Tony Jenkins
Healthcare IT
Business Partner,
UKHS

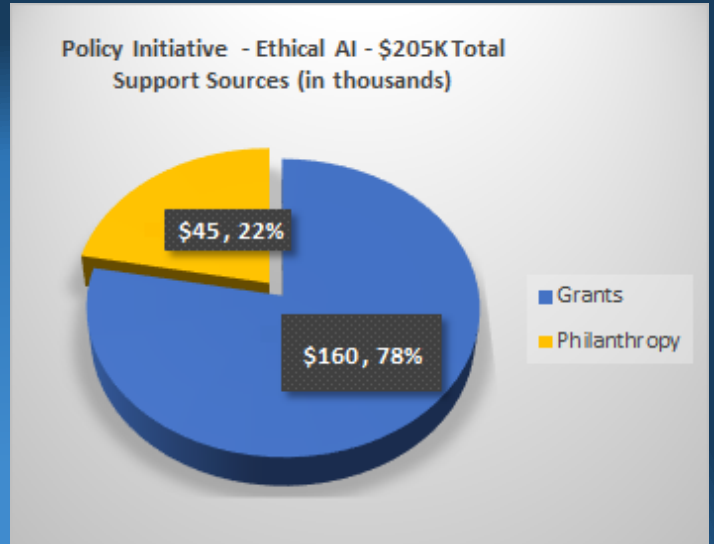
Saroi Gupta
CEO-Founder,
Asuun Blockchain

Sara Hart Weir
CEO,
RareKC

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.

Ethical AI Initiative 2022-2023 Underway



2022 and 2023 Program Plan

- Progress resulting from foundation work during first two years since launch and mid-2022 execution of pilot will lead to developing process improvement measures for providers and entrepreneurs developing and implementing ethics interrogated AI solutions in care settings.
- Regional stakeholder collaborations designed to test these measures should include such things as ethics checklists, checkpoint meetings, project scorecards and feedback from diverse community advisory boards.
- Expanded curriculum offerings beyond the pilot site will occur.



2022 and 2023

Exploring Emerging Issues

Maternal Health Equity

KC Regional Health IT Initiative: Mission Alignment

Initiative is currently unfunded (2022)

Diverse set of Stakeholders and Regional Commitment to achieve improved health outcomes

Everybody cares but nobody owns the issue.

Challenges and Opportunities

- Defining Scope of Problem
- Identifying Stakeholders and Commitments of Leaders
- Meaningful involving Moms
- Other Stakeholder Groups

Who is already doing work?

New Federal and State Initiatives

Regional and Local (Mayor)

Research efforts Agenda

- Kansas Birth Equity Network
- 4th Trimester Project
- State/County Health
- Pre, peri, neo-natal programs



2022 and 2023

Maternal Health Equity
KC Regional Health IT Initiative

Assessing Need and CPB Capacity

Problem/Need Assessment

- Meetings with Advocates New Birth Company –Exec. Kendra Wyatt
- Rep Sharice Davids Office on National Efforts (VP Initiative)
- KC MO Mayors Office on National efforts to cities and technology
- Office of the ONC on new priority on Maternal Health (2022)
- Mid America Regional Council – Health initiative (jurisdictional)
- KC Cradle (CBOs) and Cinci leadership
- Digital Drive
- LACIE CEO

Shared Decision Making intersects with Technology:

- E-Health Information
- Social Determinants of Health
- Ownership of Patient Record

Health Outcomes Maternal Morbidity and Mortality

- MO is 4th worst state in outcomes

Assessment Scan - Identifying Existing Efforts

Moms (and CBOs serving them)

Providers and Health Plans

HIT and HIE (LACIE, et.al.)

Employers /Businesses (Pvt and Public)

Civic Leaders - Local/State/Fed

CBOs and SDOH Advocates

Research and Public Health Groups – MO and KS

Opportunities:

New federal, (DOD), state, local initiatives



Section II. Professional Ethics Education & Training: Mission Alignment

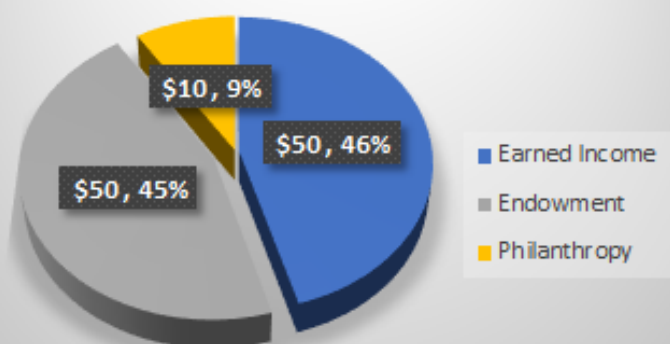
Professional Education and Clinical Services

Ethics consultation and support for ethics committees demand much of the Center's time. Ethics consultations aren't planned but require timely and sometimes immediate response. Ethics requires critical skills in listening and the ability to apply abstract concepts in concrete situations. Whether perplexed or in need of a helping hand to sort through a thorny situation, bioethics can ease anxiety and keep everyone focused on what's in the patient's best interest. It matters to us because those who consult know that it matters to them and those they serve.

A recent study found that bioethics education and training in consultations can lead to increased patient satisfaction, improved employee morale, enhanced productivity, conservation of resources, improved accreditation reviews, reduced ethics violations and risk of lawsuits, and sustained corporate integrity, thus safeguarding the organization's future.



Professional Services - Teaching - \$100K Total
Support Sources (in thousands)



Professional Ethics Education & Training 2021/2022

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.

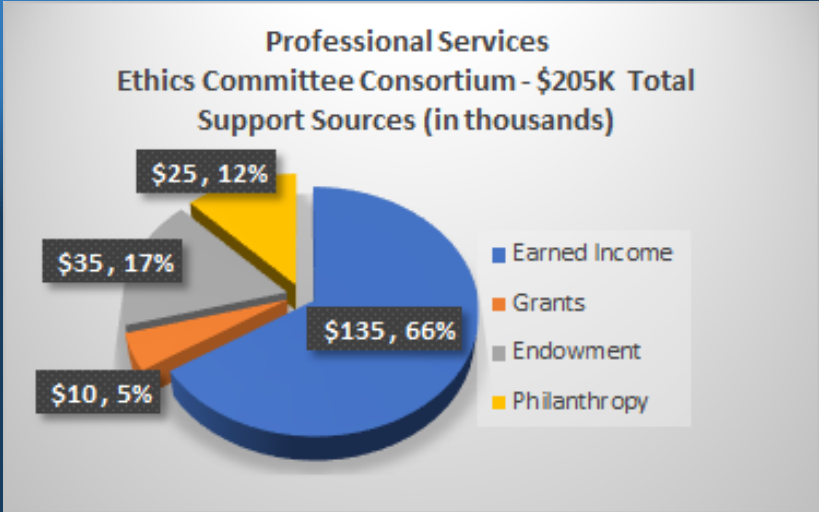


Improved Ethics Direct training services to 16 Affiliate Health Systems

involving **42 locations**, providing nearly **500 hours** of direct clinical consultation



- Continued increasing Education and Training Services to individual professionals
- Expanded Clinical Consultation Services to current affiliates and outreach to new systems
- Ongoing Impact of COVID



PROFESSIONAL

Professional Ethics Education & Training
2022-2023

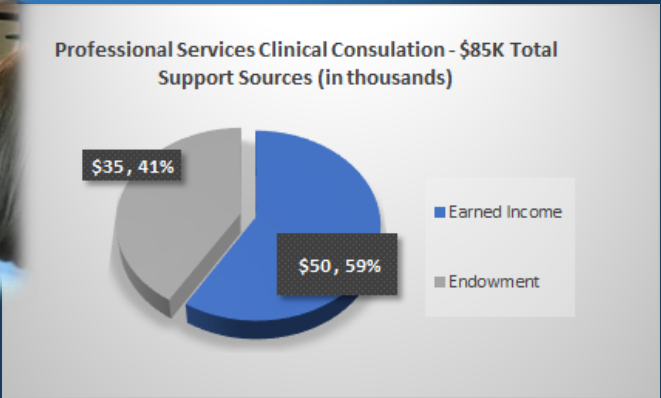
2022 Renewed Agreements/expand beyond medical education
2023 Efforts beyond Medical Education

2022 and 2023 MEDICAL ETHICS EDUCATION

- CPB renewed contracts with two of three area medical schools for ethics training, education and mentoring of students and fellows.
- Renewals include serving nearly 1,500 students from first-year medical school and master’s level through residents and fellows in diverse settings and ethics rich situations

2023 CLINICAL ETHICS EDUCATION AND CONSULTATION SERVICES

- Increasing full- and discounted fee-based services to address cultural diversity, inequities in care (provider implicit bias), access barriers, systemic racism, ethics committee performance, and dealing with complex cases
- Expand Health System Affiliations from 16 to 18 and increase consultations by 100 hours



Section III.

2021 Services and 2022 Plan

Public Access and Consumer Education New Website



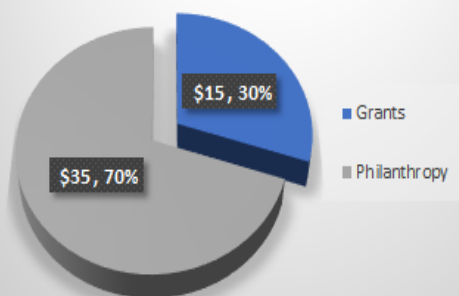
Bioethics Library
of more than
**4,000 reports and
other resources** made
more easily accessible

EDUCATIONAL RESOURCES

The new website at
PracticalBioethics.org
includes reports, guidelines,
program materials, case
studies, interviews, lectures
and symposia. The redesign

will appeal to more diverse groups and make it easier
to find resources.

Consumer Services (Personal) - Website Resources - \$50K Total
Support Sources (in thousands)



Section III. continued

2022 and 2023 Plans for
Caring Conversations®and Shared Decision Making

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.

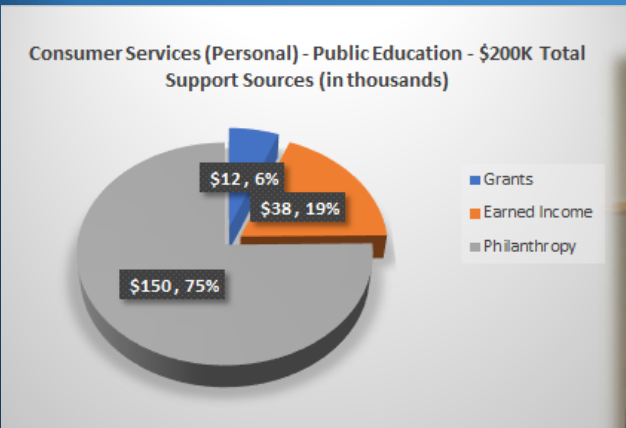


More than
51,000 people
interacted with Caring
Conversations®
resources

2022 Plan to Expand to more diverse populations and collaborators

Pursue support for services to Latino population in 2022 and 2023

Seek consumer input to revise format for cultural sensitivity

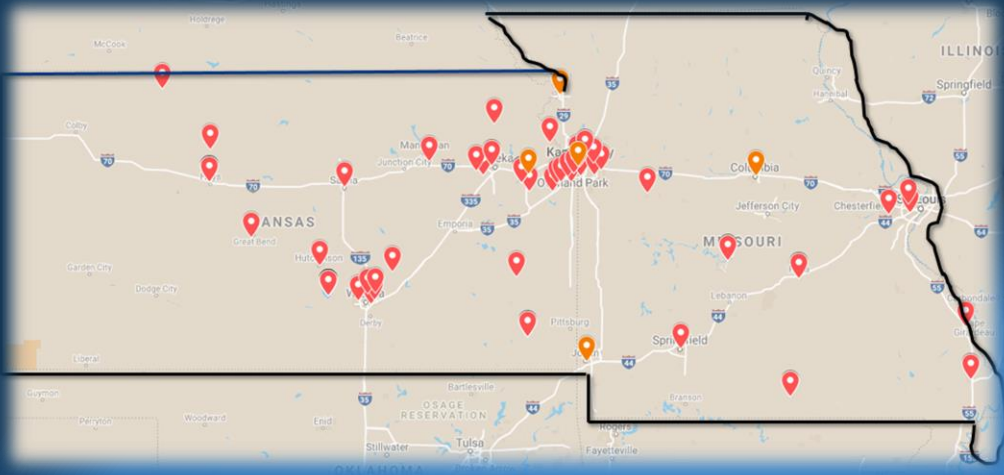


2022 and 2023

Section III. continued

PERSONAL

KS/MO TPOPP/POLST:
Uptake through 2021

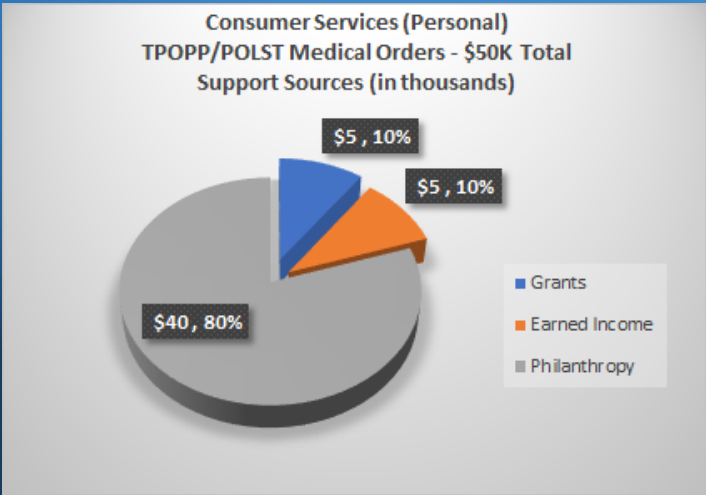


Bi-State Collaborative: Single State Leadership
Sustainability challenges

2022 TPOPP/POLST new form,
clinical guide and curriculum



Proposed Change in MO DNR Law
& KS scope of practice (2023)



The form is titled "FORM SHALL ACCOMPANY PERSON WHEN TRANSFERRED OR DISCHARGED" and "Kansas - Missouri Transportable Physician Orders for Patient Preferences (TPOPP/POLST)". It includes sections for patient information, medical orders, and signatures. The form is divided into several parts: A. CARDIORESPIRATORY RESUSCITATION (CPR), B. INITIAL TREATMENT ORDERS, C. MEDICALLY ADMINISTERED NUTRITION, D. ADDITIONAL ORDERS OR INSTRUCTIONS FOR SECTIONS B AND C, and E. INFORMATION AND SIGNATURES. It also includes a section for the patient's signature and a section for the physician's signature.

Community Coalitions rely on standard of care and clinical consensus
Transportability across settings: Hospitals, LTC, Home Care, Hospice and EMS

Leadership Transitions in 2023

2022 and 2023

Section IV. Management and Execution

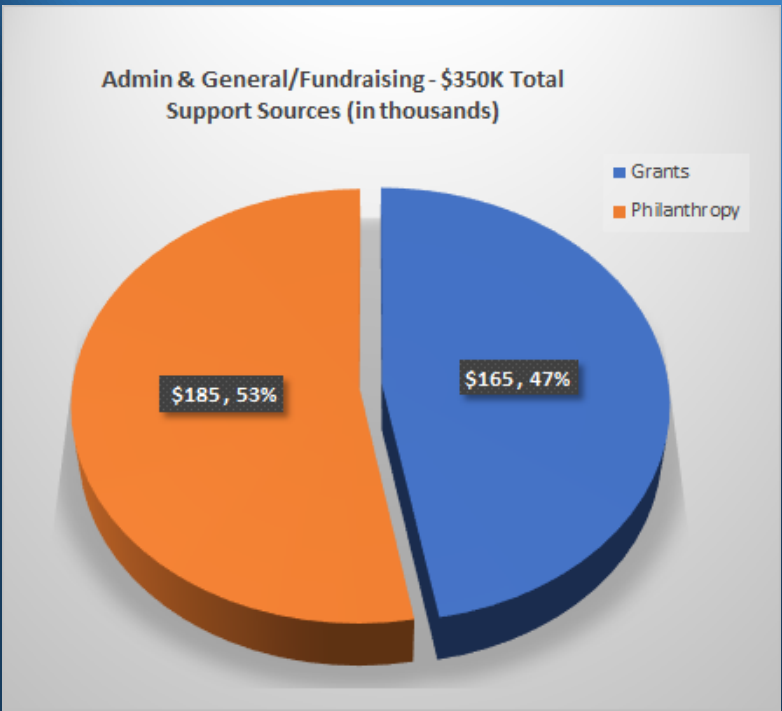
Sustainability – 2021 thru 2023

For nearly a decade, the Center has been steadily working to shift its emphasis from charitable to earned revenue. Staff have sought to shift programming and project-based opportunities from short term grant funding to more sustainable models of earned revenue and formal agreements that specify works for hire, contractual agreements, and memoranda of understanding.

In 2021, we adopted a plan that sets forth a significant portion of the annual budget to achieve that goal along with staffing and resources to accomplish it. Adoption of these efforts and monitoring of our success remain critical to implementing and expanding on this long-term sustainability plan.

Ongoing commitments from leadership and management staff include identifying, developing, and providing value-add ethics services to health entities and professions through our traditional legacy programming (professional ethics education and training for organizations and professional associations and consumer and workforce education efforts with collaborators and corporations). Steps are now in place to present and promote these offerings in our communications and staffing assignments, and ongoing monitoring and evaluation of our success will be assisted through a more comprehensive use of our customer relationship management systems.

(Note: COVID’s impact on workplace programming has had some impact, but the long-term goal stays in place.) This effort will be overseen by the board on a continuing basis through its committee process (Development and Finance Committees) and through the annual strategic planning retreat.



Center for Practical Bioethics, Inc.
Preliminary Unaudited Combining Statement of Condition
as of September 30, 2022

Attachment 6, Page 1 of 1

Line #		Funds Without Donor Restrictions 2022	Funds With Donor Restrictions 2022	TOTAL - September 2022	Statement of Condition - September 2021
	Assets				
	Current Assets				
3	Total Cash & Cash Equivalents	(261,334)	292,418	31,084	24,432
8	Total Accounts Receivable	94,716	-	94,716	68,056
13	Total Pledges and Grants Receivable	70,941	59,953	130,894	20,472
16	Total Short-term Investments	239,661	592,202	831,862	992,678
19	Total Prepaid Expenses	21,065	-	21,065	37,591
22	Total Other Current Assets	14,295	-	14,295	5,783
23	Total Current Assets	179,344	944,572	1,123,916	1,149,011
	Long-term Assets				
28	Total Property & Equipment	24,750	-	24,750	21,105
32	Total Long-term Investments	-	5,030,632	5,030,632	6,252,308
36	Total Other Long-term Assets	304,097	-	304,097	228,009
37	Total Long-term Assets	328,847	5,030,632	5,359,479	6,501,421
	Total Assets	508,191	5,975,204	6,483,396	7,650,433
	Liabilities				
	Short-term Liabilities				
43	Total Accounts Payable	132,104	-	132,104	98,398
45	Total Deferred Revenue	55,368	-	55,368	54,779
52	Total Other Short-term Liabilities	141,657	-	141,657	79,343
53	Total Short-term Liabilities	329,130	-	329,130	232,520
	Long-term Liabilities				
57	Total Notes Payable	-	-	-	-
60	Total Long-term Liabilities	242,180	-	242,180	227,647
61	Total Long-term Liabilities	242,180	-	242,180	227,647
	Total Liabilities	571,309	-	571,309	460,167
	Net Assets				
	Beginning Net Assets				
	Net Assets				
62	Permanently Restricted Funds	-	5,693,395	5,693,395	5,466,417
63	Temporarily Restricted Funds	-	1,921,510	1,921,510	1,490,227
64	Unrestricted Funds	62,834	-	62,834	4,172
65	Total Net Assets	62,834	7,614,905	7,677,739	6,960,815
66	Total Beginning Net Assets	62,834	7,614,905	7,677,739	6,960,815
67	Current YTD Net Income	(125,952)	(1,639,701)	(1,765,653)	229,451
68	Total Net Assets	(63,118)	5,975,204	5,912,086	7,190,266
69	Total Liabilities and Net Assets	508,191	5,975,204	6,483,396	7,650,433

		2022	ACTUAL	Budget	Actual vs. Budget		Notes	ACTUAL	Variance	Variance	updated
		Budget	1.1.22 thru 9.30.22	1.1.22 thru 9.30.22	Favorable/(Unfavorable)	Percentage	2022 Budget vs. Actual Variance	1.1.21 thru 9.30.21	Dollars	Percentage	Notes
					Dollars						2022 Actual vs. 2021 Actual
Revenues											
Grant funds released were for AI grants (\$146.3k), Francis Chair grants (\$67.1k), Consortium (\$10k) and Art of the Wish (\$.5k). American Century (\$15k) and William T. Kemper Foundation (\$10k) are new 2022 grants. Bionexus (\$12.5k) is carried over from 2021.											
1	Program/Grant funds released from Restrictions	\$ 248,347	\$ 223,888	\$ 186,388	\$ 37,500	20.12%		128,590	\$ 95,298	74.11%	Grant funds released were for AI (\$114.8) and Advance Care Planning in African American Communities (\$13.8).
Endowment Income											
2	Francis Endowment Income	\$ 161,155	\$ 120,540	\$ 120,323	\$ 217	0.18%	2022-23 draw is slightly higher than projected	\$ 114,706	5,834	5.09%	
3	Foley Investment Account Income	99,000	60,000	60,000	-	0.00%	Draw is related to CEO Search	-	60,000	N/A	No draw in 2021
4	Flanigan Endowment Income	147,226	110,420	110,420	0	0.00%	2022 draw is 6%.	99,912	10,507	10.52%	
5	Total Endowment Income	\$ 407,381	\$ 290,960	\$ 290,742	\$ 218	0.07%		\$ 214,618	\$ 76,341	35.57%	
Earned Income											
6	Earned Income	\$ 217,500	\$ 167,484	\$ 162,375	\$ 5,109	3.15%	Actual primarily includes: KCU, CARE (Evergy and Hallmark), Center for Applied Social Research (OU), and KU Hospital. Includes Advent Health, KU Med, Liberty, Mosaic, North Kansas City, Midwest Transplant, Salina Regional, Stormont Vail, St. Luke's, Truman, Crossroads, Ascend, Ochsner, Lawrence Memorial, University Health and VNA. \$38k of Ethics Plus revenue is also included.	\$ 189,131	(21,647)	-11.45%	Actual primarily includes: KCU, CARE, KU Hospital and Francis Chair.
6a	Provider Ethics Services	\$ 206,625	162,154	148,022	14,131	9.55%	Ethics Plus revenue is also included.	106,644	55,510	52.05%	Conversion to Ethics Services began in 2020.
7	Honoraria & Fees	5,000	1,750	3,750	(2,000)	-53.33%		650	1,100	N/A	
8	Lecture-Workshop Income	-	110	-	110	N/A	Flanigan Lecture	-	110	N/A	
11	Total Earned Income	\$ 429,125	\$ 331,498	\$ 314,148	\$ 17,350	5.52%		\$ 296,424	\$ 35,073	11.83%	
Development											
12	Donations	\$ 290,000	\$ 28,574	\$ 80,000	\$ (51,426)	-64.28%		\$ 75,248	(46,674)	-62.03%	American Century Foundation Unrestricted Grant and Bionexus donation received by September 2021.
	Payroll Protection Funds	-	-	-	-	N/A		158,817	(158,817)	-100.00%	No PPP funds in 2022
13	Membership-Institutional	15,000	-	-	-	N/A		-	-	N/A	
14	Membership-Individual	1,500	260	1,125	(865)	-76.89%		165	95	57.58%	
15	Total Development Revenues	\$ 306,500	\$ 28,834	\$ 81,125	\$ (52,291)	-64.46%		\$ 234,230	\$ (205,396)	-87.69%	
Special Event Fundraising											
16	Annual Event	\$ 315,000	\$ 173,280	\$ 315,000	\$ (141,720)	-44.99%	Annual Event was held on May 12.	\$ 233,757	(60,477)	-25.87%	2021 Event held in February.
17	Other Special Events	-	-	-	-	N/A		-	-	N/A	
18	Total Fundraising	\$ 315,000	\$ 173,280	\$ 315,000	\$ (141,720)	-44.99%		\$ 233,757	\$ (60,477)	-25.87%	
19	Total Communications Revenues	\$ 15,000	\$ 10,054	\$ 11,250	\$ (1,196)	-10.63%		\$ 11,400	\$ (1,346)	-11.81%	
Other Income											
20	Other Revenue/Reimbursements	\$ 3,000	\$ 4,896	\$ 2,050	\$ 2,846	138.83%		\$ 1,399	3,497	249.85%	
21	Interest Income	100	101	75	26	34.25%		118	(17)	-14.79%	
22	Miscellaneous Income	500	287	240	47	19.62%		239	47	19.71%	
23	Total Other Income	\$ 3,600	\$ 5,283	\$ 2,365	\$ 2,919	123.43%		\$ 1,757	3,526	200.69%	
25	Total Revenues	\$ 1,724,953	\$ 1,063,797	\$ 1,201,017	\$ (137,220)	-11.43%		\$ 1,120,777	\$ (56,980)	-5.08%	
Expenses											
39	Total Salaries, Benefits, Other Staff Costs	\$ 1,225,405	\$ 856,804	\$ 891,782	\$ 34,978	3.92%	457(b) performance offset by Search Expense	\$ 755,760	\$ 101,044	13.37%	
44	Total Occupancy Expenses	56,779	38,074	42,450	4,377	10.31%	Credit related to new accounting standard implementation	41,353	(3,279)	-7.93%	
51	Total Professional-Contract Service Fees	180,156	139,310	134,685	(5,699)	-3.43%	Additional payroll and website maintenance fees	234,186	(93,802)	-40.51%	
55	Total Supplies	10,205	7,062	7,885	823	10.43%		1,381	5,681	4101.76%	
56	Telephone	6,665	5,192	4,923	(269)	-5.46%		4,362	830	19.03%	
61	Total Postage & Shipping	6,445	3,071	3,617	546	15.09%		1,776	1,295	-13.61%	
66	Total Equipment & Maintenance	11,555	8,163	8,483	320	3.77%		8,061	102	-87.25%	
73	Total Printing & Promotions	37,115	33,251	31,665	(1,586)	-5.01%		44,198	(10,947)	-83.95%	
81	Total Travel & Transportation	17,570	2,848	12,745	9,897	77.65%	Budget related to CEO Search	1,498	1,350	N/A	
							2022 Annual Event expenses lower than anticipated and unspent 2021 Ethical AI meeting funds released.	24,975	(8,466)	-33.90%	
90	Total Conferences, Conventions & Mtgs	90,875	16,509	44,825	28,316	63.17%		14,429	(479)	-3.32%	
94	Total Memberships & Subscriptions	19,710	13,950	14,702	752	5.12%		12,639	80	-3.22%	
101	Total Insurance	17,026	12,718	12,719	0	0.00%		225	(225)	-100.00%	
105	Total Interest Expense	-	-	-	-	N/A		22,144	(11,188)	-50.53%	
110	Total Misc Operating Expenses	23,552	10,956	16,034	5,079	31.67%					
112	Total Operating Expenses	\$ 1,703,058	\$ 1,147,908	\$ 1,226,515	\$ 78,607	6.41%		\$ 1,166,986	\$ (18,004)	-1.63%	
113	Net of Operating Revenue (Expense)	\$ 21,895	\$ (84,111)	\$ (25,498)	\$ (58,613)	-229.87%		\$ (46,209)	\$ (38,976)	45.06%	
120	Total Other Income (Expense)	-	(41,841)	-	(41,841)	N/A		11,605	(53,410)	N/A	
121	Net of Revenue (Expense)	\$ 21,895	\$ (125,951)	\$ (25,498)	\$ (100,454)	79.76%		\$ (34,604)	\$ (91,348)	72.53%	

HEADLINES FOR SEPTEMBER 2022 FINANCIAL PERFORMANCE

REVENUE

Through the month of September, actual revenue is \$ \$1,063,797, which is unfavorable to budget by approximately (\$138k). The main variances to budget are in the following categories:

- Program/Grant Funds Released from Restrictions-Revenue of \$223.9k, which is ahead of budget by approximately \$37.5k due to the Bionexus (carryover), Kemper Foundation, and American Century Foundation grants (2022 grants) released from restrictions in September.
- Earned Income (primarily Contract and Ethics Services) – Revenue of \$331.5k, which is ahead of budget by approximately \$17.4k.
- Development (primarily Donations) – Revenue of \$28.4k, which is behind our September target by approximately (\$52.8k).
- Annual Event – Revenue of \$173.3k, which is behind budget by approximately (\$141.7k).

EXPENSES

Total actual operating expenses through September are \$1,147,908, which is favorable to budget overall by \$78.6k. The primary variances to budget are in the following categories:

- Salaries and Benefits - \$35k positive variance overall. This variance is primarily due to the positive variance in the 457(b) account due to performance, offset by the overage in the CEO Search expense. The CEO Search Budget is \$60k overall, with \$50k budgeted in the Search Expense category and \$10k budgeted in Other Travel. There is a corresponding positive variance of \$10k in the Travel and Transportation category due to the CEO Search.
- Occupancy Expenses – Favorable variance of \$4.4k due to credit received when the new Accounting Standard, ASU 2016-02 *Leases*, was implemented.
- Professional-Contract Services – Unfavorable variance of (\$5.7k) primarily due to additional payroll fees and website maintenance fees.
- Conferences, Conventions and Meetings - \$28.3k positive variance overall. This variance is primarily due to lower expenses than anticipated for the Annual Event and 2021 Ethical AI stipend funds which were unspent and released.

OPERATIONS THROUGH SEPTEMBER 2022

Net unrestricted operating revenue over expenditures for September is (\$84,111). Combined with the other investment income primarily related to the Center's 457(b) plan, our net operating revenue over expenditures is (\$125,951).

We had anticipated having net unrestricted revenue of (\$25.5k) through September, so we are about (\$100.9k) behind our plan.

All results are stated as of September 30, 2022 with the exception of the Francis Family Endowment Beneficial Interest, which is stated as of June 30, 2022.

	Budget FY 2022	Year to Date Actual Thru				2022 Preliminary Total	Difference Favorable/ (Unfavorable)	
		September	October	November	December			
Revenues								
Program/Grant funds released from Restrictions	\$ 248,347	\$ 223,888	\$ 20,653	\$ 20,653	\$ 20,653	\$ 285,847	\$ 37,500	Year to date includes AI, Francis Chair, Bionexus, Kemper and American Century grants. Forecast includes only AI and Francis Chair grants.
Endowment Income								
Francis Endowment Income	\$ 161,155	\$ 120,540	\$ 13,683	\$ 13,683	\$ 13,683	\$ 161,589	\$ 434	
Foley Endowment Income	99,000	60,000	-	39,000	-	99,000	-	Distribution for CEO Search and 457(b) Catch-Up
Flanigan Endowment Income	147,226	110,420	12,269	12,269	12,269	147,226	0	Distribution at 6%
Total Endowment Income	\$ 407,381	\$ 290,960	\$ 25,952	\$ 64,952	\$ 25,952	\$ 407,815	\$ 434	
Earned Income								
Earned Income	\$ 217,500	\$ 167,484	\$ 17,708	\$ 17,708	\$ 19,708	\$ 222,609	\$ 5,109	Includes CARE contracts, KU contract and KCU contract
								Actual includes \$124.2k of Basic Services and \$38k of Ethics Plus.
Provider Ethics Services	206,625	162,154	21,368	21,368	21,368	226,258	19,633	Fourth quarter includes \$43.2k of Basic Services and \$20.8k of Ethics Plus Services.
Honoraria & Fees	5,000	1,750	-	-	2,500	4,250	(750)	
Workshop & Lecture Fees, Other		110	-	-	-	110	110	
Total Earned Income	\$ 429,125	\$ 331,498	\$ 39,076	\$ 39,076	\$ 43,576	\$ 453,227	\$ 24,102	
Development								
Donations	\$ 290,000	\$ 28,574	\$ 26,000	\$ 35,000	\$ 166,000	\$ 255,574	\$ (34,426)	Fourth quarter based on 2019-2021 average. Includes Leadership Fund and Major Gifts.
Payroll Protection Funds	-	-	-	-	-	-	-	No PPP Funds available in 2022
Membership-Institutional	15,000	-	15,000	-	-	15,000	-	Children's Mercy Support
Membership-Individual	1,500	260	125	125	125	635	(865)	
Total Development Revenues	\$ 306,500	\$ 28,834	\$ 41,125	\$ 35,125	\$ 166,125	\$ 271,209	\$ (35,291)	
Special Event Fundraising								
Annual Event	\$ 315,000	\$ 173,280	\$ -	\$ -	\$ -	\$ 173,280	\$ (141,720)	Annual Event was held on May 12.
Other Special Events	-	-	-	-	-	-	-	
Total Fundraising	\$ 315,000	\$ 173,280	\$ -	\$ -	\$ -	\$ 173,280	\$ (141,720)	
Total Communications Revenues	\$ 15,000	\$ 10,054	\$ 1,250	\$ 1,250	\$ 1,250	\$ 13,804	\$ (1,196)	
Other Income								
Other Revenue/Reimbursements	\$ 3,000	\$ 4,896	\$ 250	\$ 250	\$ 450	\$ 5,846	\$ 2,846	
Interest Income	100	101	8	8	8	126	26	
Miscellaneous Income	500	287	-	-	260	547	47	
Total Other Income	\$ 3,600	\$ 5,283	\$ 258	\$ 258	\$ 718	\$ 6,518	\$ 2,919	
Total Revenues	\$ 1,724,953	\$ 1,063,797	\$ 128,315	\$ 161,315	\$ 258,275	1,611,701	\$ (113,252)	
Expenses								
Total Salaries, Benefits, Other Staff Costs	\$ 1,225,404	\$ 856,804	\$ 92,587	\$ 134,421	\$ 103,586	\$ 1,187,398	\$ 38,006	Includes 457(b) catch-up contribution and performance results.
Total Occupancy Expenses	56,779	38,074	4,928	4,846	4,947	52,795	3,984	
Total Professional-Contract Service Fees	180,156	139,310	11,378	16,378	27,940	195,005	(14,848)	Includes Accounting support contract
Total Supplies	10,205	7,062	660	-	1,660	9,382	823	
Telephone/Internet Access	6,665	5,192	495	495	495	6,677	(12)	
Total Postage & Shipping	6,445	3,071	1,200	450	1,178	5,899	546	
Total Equipment & Maintenance	11,555	8,163	285	285	1,135	9,868	1,687	
Total Printing & Promotions	37,115	33,251	427	500	2,850	37,028	87	
Total Travel & Transportation	17,570	2,848	250	500	4,075	7,673	9,897	
								Includes County Health Ranking Meetings, AI Meetings, and Annual Event. Christopher Forum will not be held.
Total Conferences, Conventions & Mtgs	90,875	16,509	-	2,500	26,050	45,059	45,816	
Total Memberships & Subscriptions	19,710	13,950	1,753	1,348	2,157	19,208	502	
Total Business Insurance	17,025	12,718	1,413	1,479	1,479	17,089	(64)	
Total Interest Expense	-	-	-	-	-	-	-	
Total Misc Operating Expenses	23,552	10,956	1,075	1,075	(14,545)	(1,438)	24,990	PTO Year-End Adjustment
Total Operating Expenses	\$ 1,703,056	\$ 1,147,908	\$ 116,451	\$ 164,277	\$ 163,007	\$ 1,591,643	\$ 111,413	
Net of Operating Revenue (Expense)	\$ 21,897	\$ (84,111)	\$ 11,863	\$ (2,962)	\$ 95,268	\$ 20,058	\$ (1,838)	
Total Other Income (Expense)	-	(41,841)	-	-	-	(41,841)	41,841	Primarily 457(b) Performance
Net of Revenue & Expenses-Gain/(Loss)	\$ 21,897	\$ (125,951)	\$ 11,863	\$ (2,962)	\$ 95,268	\$ (21,783)	\$ 43,679	

Land and Labor Acknowledgement

The Center for Practical Bioethics occupies the ancestral land of the Kaw (Kanza or Kansa), Jiwere (Otoe), Nutachi (Missouria), Shawnee, Delaware (Lenape), Wahzhazhe (Osage), Očhéthi Šakówinj, and Kiikaapoi (Kickapoo) people and recognizes that other First American Nations Indigenous Tribes may have called these lands home.

We acknowledge the legacy of slavery in our region and the enslaved African people whose labor was exploited for generations to help establish the economy of our region and the United States. We recognize that racist ideologies and practices remain with us to this day and continue to be enforced.

The Center for Practical Bioethics honors the Indigenous and enslaved peoples' contributions to our region. We will:

- Use our platform to amplify voices that have long been excluded and silenced.
- Continue to re-educate ourselves about the histories and experiences of all peoples in our region.
- Review and update our vendor policy to include a priority focus on inclusive, locally owned businesses.

We will continue to revise and strengthen this action plan, seeking feedback and input from people in our community.