



**Center for Practical Bioethics
Board of Directors Meeting
September 13, 2023, 8:00 – 9: 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/88413652474> *Preferred for document screen sharing.*

By Phone: 1 312 626 6799 US (Chicago) or 1 669 900 6833 US (San Jose)

Meeting ID: 884 1365 2474

AGENDA

- | | | |
|---|--|---|
| I. Call to Order | | |
| Mission Reflection | | Steve Salanski, Chair
James Stowe, President/CEO |
| II. Approval of Board Meeting Minutes | | |
| Board Meeting Minutes for July 12, 2023 | | <i>(Attachment 1)</i> |
| III. Committee Reports | | |
| Financial Statements | | Tresia Franklin, Treasurer <i>(Attachments 2-4)</i> |
| Governance Committee Report | | Mark Thompson and Maggie Neustadt, Co-Chairs |
| • Board Member Agreement Form | | <i>(Attachment 5)</i> |
| • CEO Evaluation Process | | <i>(Attachments 6-7)</i> |
| Resource Development Report | | Alan Edelman, Chair & Cindy Leyland, COO |
| 40 th Anniversary Events Update | | |
| IV. Consent Agenda (Administrative Matters) | | |
| Executive Committee Minutes, August 9, 2023 | | <i>(Attachment 8)</i> |
| Note: | | |
| • Executive Committee vote to add signers to Center financial accounts and instruments | | |
| • Harman Foundation 5-year grant opportunity | | |
| Executive Committee Minutes, special meeting August 25, 2023 | | <i>(Attachment 9)</i> |
| Note: | | |
| • Amendment to the 457(b) retirement plan to change distribution dates (John Carney is the sole plan participant) | | |
| Governance Committee Minutes, August 11, 2023 | | <i>(Attachment 10)</i> |
| Finance Committee Minutes, September 7, 2023 | | <i>(Attachment 11)</i> |
| V. Diversity, Equity, and Inclusion Discussion | | Steve Salanski, Chair <i>(Attachment 12)</i> |
| • Policy | | |
| Public-facing policies: https://www.practicalbioethics.org/policies-disclosures-and-reports/ | | |
| VI. Chair and President Reports | | Steve Salanski, Chair & James Stowe |
| Chair's Report | | |
| President's Report | | |
| • Facility Task Force – update | | |
| • Update on Marketing and Communications strategy Rob Ayala-Flores | | <i>(Attachment 13)</i> |

VII. Program Update

Health Equity & Deliberative Democracy by Erika Blacksher, John B. Francis Chair
(*via recorded video*)
Board Discussion – evaluation of program progress

V. Adjourn

Next Board Meeting: November 8, 2023

Upcoming Events:

- Rosemary Flanigan Lecture
September 21, 2023 (6 PM CT Reception, 7 PM CT Lecture) – Virtual or In-Person
- 40th Anniversary Kickoff Luncheon (Raghu Adiga, MD and Mark R. Thompson, JD, Co-Chairs)
October 3, 2023, 11 AM – 1 PM, The Fire House KC
- Parlor Meeting I
November, details TBA
- Parlor Meeting II
February, (*volunteer needed*)
- 40th Anniversary Celebration Dinner
April 11, 2024

Strategic Initiative Focus: Ethical AI (November 2023); Core Capacities (January 2024); Ethics Services (March 2024); Health Equity (May 2024)

[Board Book & Materials Link](#)



**Center for Practical Bioethics
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Meeting ID: 884 1365 2474

Meeting Attendance:

Board Members:

Raghu Adiga, Norberto Ayala-Flores, Karen Bullock, Alan Edelman, Anita Ho, Eva Karp, Maggie Neustadt, Ed O'Connor, Steve Salanski, Mark Thompson.

Staff: James Stowe, Cindy Leyland, Odessa Sawyer, Terry Rosell, Ryan Pferdehirt, Tom Ross (Supporting Strategies)

Guests: Kathleen Gould (Audit Committee Chair); Matt Brickey (McBride Lock and Associates);

AGENDA

I. Call to Order

Steve Salanski, Chair

Mission Reflection

Introduction to Odessa Sawyer

James Stowe, President/CEO

James introduced Odessa Sawyer, a new Program Coordinator for the Center working primarily with the Ethical AI

II. Approval of Board Meeting Minutes

Board Meeting Minutes for May 10, 2023

Rob moved to approve minutes as submitted; Eva seconded; no further questions nor discussion; motion carried

III. Committee Reports

A. Audit Committee Report

Kathleen Gould, Chair

Kathleen introduced the audit committee's report and Matt Brickey; an unmodified opinion was submitted; no deficiencies or concerns to report; market value losses on investments was significant (\$1.2 million in unrealized market losses). Mentioned that leases are now represented on the balance sheet. Noted transfer of authority of the Francis fund but will not likely have an impact on next year's financial forms – but more information will be forthcoming next year; form 990 – waiting on a couple of items to finish that up – due November 15 – assuming he gets those two items will send it to management, and with board approval, they will file with the IRS.

Mark moved to accept the audit as submitted and presented; Raghu seconded; no further questions nor discussion; motion carried.

B. Financial Statements

Tresia Franklin, Treasurer

Finance report acceptance as presented: Raghu motioned; Eva seconded; no further questions nor discussion; motion carried.

C. Governance Committee
New Board Member: Mike Rode

Mark Thompson & Maggie Neustadt

Moved to nominate new board member, Mike Rode; VP Senior Client Portfolio Development at American Century Investments – came to KC via NY and is a certified financial planner; intends to make KC his home; is familiar with the Center and its work. He has a financial acumen, and these skills would add to those of the Board.

Cindy added that the Center just received a \$15,000 grant to support the Ethical AI initiative.

Maggie moved to consider adding Mike; Karen seconded; no further questions or discussion; motion carried.

D. Resource Development Report
40th Anniversary Celebration Campaign update

Alan Edelman, Chair & Cindy Leyland

Alan delivered the Resource Development Committee report – 40th Anniversary campaign – we have \$166k or so in receipts and pledges. Mark’s firm underwrote the October 3rd event; Mark Thompson and Raghu Adiga are the honorary co-chairs of the event.

Theme is integration of ethics into healthcare, particularly in light of AI. Flanigan lecture is September 21.

Speakers are the founders of Talia’s Voice.

Additional details were shared about upcoming 40th Anniversary events, including the need to identify a venue for a Parlor Meeting in February 2024.

IV. Consent Agenda (Administrative Matters)

Executive Committee Minutes, June 14, 2023

Note: Executive Committee vote to approve grant proposal

V. Diversity, Equity, and Inclusion Discussion

Steve Salanski, Chair

Focusing on the quadrant of Pedagogy and what are our guiding principles that need to be elevated?

Board members had robust discussion about how to elevate ideas such as belonging and inclusion in the work that we do, including stronger statements about ensuring we are serving everyone and something that explicitly identifies structural barriers.

The topic of the Center’s role in teaching and training, and how to do so with cultural humility were raised, including needing to meet people and communities where they were at, and that where they may be isn’t always where we have started.

Upcoming events were identified as an area to elevate a change in how we think and present issues – define how we are playing a role in DEI and represent how it is actually reflected in the things we are doing.

VI. Chair and President Reports

Steve Salanski, Chair & James Stowe

A. Chair’s Report

B. President’s Report

a. Facility Task Force – resolution of direction

At this point, the Center is resolved to depart from the current location at the end of the lease in January 2024.

Alternative locations and options are being pursued, including engaging a professional commercial broker to assist with the search. James recommends that the Center go fully remote, for up to a year, while this search is conducted and concludes with a lower-cost, more manageable space that is more directly tied to the community. The facility Task Force will continue to be engaged in the process as it unfolds.

VII. Program Update

A. Ethics Services & Mission Reflection

Terry Rosell, Rosemary Flanigan Chair

Ryan Pferdehirt, VP of Ethics Services

B. Board Discussion – evaluation of program progress

Board members identified huge, wide-open fee for services opportunities. Some concern was expressed over capacity – should all of the current prospects be awarded or result in a contract how would they be covered? There was expressed satisfaction with the focus on expansion beyond KS/MO, and the opportunity for engaging staff and families at long-term care facilities in education was raised.

The overall sentiment for progress on Ethics Services goals and objectives was highly positive and supportive of Drs. Pferdehirt and Rosell.

V. Adjourn

Next Board Meeting: September 13, 2023

Strategic Initiative Focus: Health Equity (September 2023);
Ethical AI (November 2023); Core Capacities (January 2024)

[Board Book & Materials Link](#)

HEADLINES FOR JULY 2023 FINANCIAL PERFORMANCE

REVENUE

Through the month of July, total income is \$683,863 and unfavorable to budget by (\$163.9k).

The primary variances are in the following categories:

- Funds Released from Restrictions – Revenue of \$131.7k, compared to year-to-date budget of \$206.8k with an unfavorable variance of \$75.2k. This variance relates to timing and the release of Health Forward funds entirely recognized in 2022. Most of this unfavorability will carryforward through yearend.
- Endowment Receipts – The unfavorable variance of \$37.3K primarily relates to the delay of receiving the Francis Funds distribution for 2Q. The funds were received in July. This variance is timing related and reverses next month.
- Donations are mostly being assigned to support of the 40th Anniversary and being recorded as Event Income. For analysis to budget, the two categories should be combined. Event income is favorable to budget by \$54.0K and Donations are unfavorable to budget by \$78.8K. The two categories net an unfavorable variance of \$24.8K. This unfavorable variance primarily relates to timing. There are several large “asks” out for donations to close this gap.

EXPENSES

Total actual operating expenses through July are \$944,796, which is favorable to budget overall by \$49.1k. The primary variance to the budget of \$18.8k is in the Printing & Promotions and \$20.8 in the Conferences, Conventions & Meetings categories due to timing differences.

OTHER INCOME

Other Income includes gains of \$489.2K in endowment funds along with a decrease of \$175.7K in distributions from Flanigan, Foley, and Francis Funds for funding of operational expenses. The net change is a positive gain of \$313.5K.

OPERATIONS THROUGH JULY 2023

Net operating income is a loss of \$260.9K. Combined with the other investment income and distributions related to Francis, Foley, and Flanigan, net income is \$36.2K and approximately \$395.3k favorable to budget.

Center for Practical Bioethics
Statement of Activities
January - July, 2023

	YTD Total			
	Jan - Jul, 2023	Jan - Jul, 2022	Change	% Change
Income				
4210 Funds Released from Restrictions	131,667	145,082	(13,415)	-9.25%
4310 Endowment Receipts	175,722	212,976	(37,254)	-17.49%
4420 Annual Event Income	-	173,280	(173,280)	-100.00%
4430 Event Income	103,964	-	103,964	
4510 Earned Income	116,195	127,817	(11,622)	-9.09%
4515 Provider Ethics Services	120,239	113,352	6,887	6.08%
4520 Honoraria		1,750	(1,750)	-100.00%
4660 Donations-unrestricted	27,972	21,920	6,052	27.61%
4810 Communication Income	6,910	7,964	(1,054)	-13.23%
5010 Other Revenue-Reimbursements	937	1,577	(640)	-40.56%
5050 Interest Income	257	75	182	242.85%
5090 Miscellaneous Income		240	(240)	-100.00%
Total Income	\$ 683,863	\$ 806,033	\$ (122,170)	-15.16%
Expenses				
Total A) Salaries, Benefits & Other Employee Costs	697,439	685,374	12,065	1.76%
Total B) Occupancy	31,194	32,769	(1,575)	-4.81%
Total C) Professional & Contract Services	148,566	104,125	44,441	42.68%
Total D) Supplies	3,005	6,642	(3,637)	-54.76%
Total E) Telephone	4,913	3,944	969	24.56%
Total F) Postage & Shipping	1,826	2,512	(686)	-27.32%
Total G) Equipment & Maintenance	2,066	7,578	(5,512)	-72.73%
Total H) Printing & Promotions	10,532	30,591	(20,059)	-65.57%
Total I) Travel & Transportation	2,835	832	2,003	240.69%
Total J) Conferences, Conventions & Meetings	6,788	12,092	(5,304)	-43.87%
Total K) Memberships & Subscriptions	16,530	11,707	4,823	41.20%
Total L) Insurance	11,915	9,892	2,023	20.45%
Total M) Interest Exp	739	-	739	
Total N) Miscellaneous Operating Exp	6,450	8,129	(1,679)	-20.66%
Total Expenses	\$ 944,796	\$ 916,187	\$ 28,609	3.12%
Net Operating Income	\$ (260,933)	\$ (110,154)	\$ (150,779)	-136.88%
Realized/Unrealized Investment Gain (Loss)	\$ 489,224	\$ (24,753)	\$ 513,977	2076.42%
Endowment Receipts Used for Operations	(175,722)	(212,976)	37,254	17.49%
Total Other Income	\$ 313,502	\$ (237,729)	\$ 551,231	231.87%
Investment Fees & Other Expenses	\$ 16,332	\$ 454	\$ 15,878	3497.34%
Net Other Income	\$ 297,170	\$ (238,183)	\$ 535,353	224.77%
Net Income	\$ 36,237	\$ (348,337)	\$ 384,574	110.40%

Center for Practical Bioethics
Statement of Activities: Actuals vs. Budget
January - July, 2023

	YTD Total				Annual Budget
	Actual	Budget	Variance	% of Budget	
Income					
4210 Funds Released from Restrictions	131,667	206,831	(75,164)	63.66%	371,000
4310 Endowment Receipts	175,722	212,976	(37,254)	82.51%	329,226
4430 Event Income	103,964	50,000	53,964	207.93%	250,000
4510 Earned Income	116,195	133,000	(16,805)	87.36%	228,000
4515 Provider Ethics Services	120,239	125,078	(4,839)	96.13%	224,625
4520 Honoraria		2,917	(2,917)	0.00%	5,000
4660 Donations-unrestricted	27,972	106,750	(78,778)	26.20%	302,500
4720 Membership - Individual		400	(400)	0.00%	1,000
4810 Communication Income	6,910	8,750	(1,840)	78.97%	15,000
5010 Other Revenue-Reimbursements	937	750	187	124.98%	3,000
5050 Interest Income	257	58	199	440.99%	100
5090 Miscellaneous Income		292	(292)	0.00%	500
Total Income	\$ 683,863	\$ 847,802	\$ (163,939)	80.66%	\$ 1,729,951
Expenses					
Total A) Salaries, Benefits & Other Employee Costs	697,439	711,873	14,435	97.97%	1,228,545
Total B) Occupancy	31,194	34,992	3,798	89.15%	59,986
Total C) Professional & Contract Services	148,566	141,065	(7,501)	105.32%	253,380
Total D) Supplies	3,005	2,683	(321)	111.97%	4,600
Total E) Telephone	4,913	3,888	(1,025)	126.36%	6,665
Total F) Postage & Shipping	1,826	3,760	1,934	48.56%	6,445
Total G) Equipment & Maintenance	2,066	3,956	1,890	52.23%	6,782
Total H) Printing & Promotions	10,532	29,360	18,828	35.87%	37,115
Total I) Travel & Transportation	2,835	3,720	885	76.20%	7,570
Total J) Conferences, Conventions & Meetings	6,788	27,594	20,806	24.60%	88,375
Total K) Memberships & Subscriptions	16,530	14,610	(1,921)	113.15%	25,045
Total L) Insurance	11,915	10,731	(1,184)	111.03%	18,396
Total M) Interest Exp	739	-	(739)		-
Total N) Miscellaneous Operating Exp	6,450	5,666	(784)	113.83%	20,550
Total Expenses	\$ 944,796	\$ 993,897	\$ 49,102	95.06%	\$ 1,763,454
Net Operating Income	\$ (260,933)	\$ (146,096)	\$ (114,837)	178.60%	\$ (33,503)
Realized/Unrealized Investment Gain (Loss)	\$ 489,224	\$ -	\$ 489,224		\$ -
Endowment Receipts Used for Operations	\$ (175,722)	\$ (212,976)	\$ 37,254	82.51%	\$ (329,226)
Total Other Income	\$ 313,502	\$ (212,976)	\$ 526,478	-147.20%	\$ (329,226)
Investment Fees & Other Expenses	\$ 16,332	\$ -	\$ (16,332)		\$ -
Net Other Income	\$ 297,170	\$ (212,976)	\$ 510,146	-139.53%	\$ (329,226)
Net Income	\$ 36,237	\$ (359,072)	\$ 395,309	-10.09%	\$ (362,729)



2023 Board Member Agreement

I, _____ understand, that, as a member of the Board of Directors for the Center for Practical Bioethics (the “Center”), I have a legal and moral responsibility to ensure the Center does the best work possible in pursuit of its mission, vision and values. I have read and believe in the mission, vision and values of the Center, and I will act responsibly and prudently as its steward. I know about bioethical issues or am willing to learn. By signing this agreement, I commit to serve one full three-year term; another full three-year term; the balance of my current three-year term (Circle applicable phrase). At the end of my first three-year term, I may be nominated to serve an additional three years. As an individual member of the Center’s board of directors, I **will** (please read and initial each item):

- Be familiar with board, committee and officer roles and responsibilities
(See Board Roles and Responsibilities-- Purpose)
- Be familiar with the Center’s by-laws and governing policies
(See By-laws and Policies)
- Attend board meetings as required by the by-laws, serve on at least one committee of the board (standing committees are executive, finance, audit, governance, and resource development), and attend and participate in the annual board retreat (a key planning opportunity for a high performing board)
- Read the minutes, reports and other meeting materials in advance of board and committee meetings
- Maintain the confidentiality of board deliberations and decisions of Center information
- Express my opinions and encourage other board members to express their opinions at meetings in a respective and productive manner
- Support board decisions once made even if I do not agree with them
- Raise money for the Center, including asking others for money and giving to the Center according to my means. (Board members of the Center are asked to make a personal annual contribution to the Center. The amount of the contribution is an individual decision; however, this contribution is critical because, when considering grant requests, many foundations expect 100 percent board participation)
- Attend and actively participate in the Center’s sponsored events
- Publicly promote and demonstrate support for the work of the Center in the community

- Stay informed about issues relevant to the Center’s mission and bring information to the attention of the board and staff
- Exhibit to others individual traits of honesty, enthusiasm, courage, passion, integrity and common sense
- Aid in identifying quality candidates to build upon a competent and diverse board of directors to benefit the Center
- Openly declare any conflict of interest in relation to other personal and professional pursuits and excuse myself from discussions and votes where I have a conflict of interest (See Conflict of Interest Policy and attached declaration)

I understand that my role as a board member is critical to the success of the Center. If, for any reason I am unable to fulfill the above duties, I agree to discuss with the Board Chair my future obligations for serving on the Board of Directors.

Board Member Signature and Date

Board Chair Signature and Date

CENTER FOR PRACTICAL BIOETHICS

Conflicts of Interest Policy Written Conflicts Disclosure

I currently serve as a corporate director management employee volunteer of the Center.

I have read and am familiar with the Center's Conflicts of Interest Policy and Section 3.19 of the corporate bylaws pertaining to Conflicts of Interest and hereby agree to be bound and to abide by the Policy and corporate bylaws as a corporate director, management employee or volunteer of the Center.

I hereby agree to notify promptly and to fully and frankly disclose to the board of directors, the chair of the board, or the president of the Center any actual or potential conflict or duality of interest, real or perceived, not disclosed below. Further, I agree to answer any questions which the board or management may have with respect to any such disclosure. I understand that all such information shall be held in confidence unless the best interests of the Center otherwise require as determined by the board of directors.

I, or a member of my family, am a corporate director, employee or a volunteer in a position to influence decision making at the following nonprofit organizations (*please list all*):

_____ I, or a member of my family, have a material financial, business or personal relationship with, an equity interest in, an employment relationship with, or am otherwise affiliated with the following for profit organizations (exclude ownership of shares in a publicly traded company) (*please list all*):

_____ I, or a member of my family, have the following personal, financial, business or other interest in organizations or activities not listed above which could form the basis for a conflict or duality of interest in the event the Center engages in any business or other activity with such organizations:

_____ I hereby agree that I will not knowingly or intentionally use my position as a corporate director, management employee or volunteer with the Center for personal gain or advantage in any context, and at all times shall use my best efforts in all matters on behalf of or affecting the Center, and shall discharge my responsibilities to the Center at all times in the best interests of the Center and its mission.

Signature*

Date

Print Name

* To complete this document, you may fill in the form, print, sign by hand, and scan via email to mdelles@practicalbioethics.org OR you may sign the form by typing your name on the signature line and checking the attestation box below before sending the completed document to mdelles@practicalbioethics.org.

I hereby certify that the Typed Signature affixed to this document was completed by me on the date specified and represents a true statement to the best of my knowledge.



2023 Goals and Objectives for President and CEO, James Stowe

This document outlines a portfolio of work and measurable progress for the Center's President and CEO. The goals and objectives will be altered from time to time, and the Board sets ultimate parameters for the CEO's work and performance.

In February 2023, the Center staff defined the imperative of the organization, including four cornerstone goals with accompanying objectives. These were reviewed by the Board at the annual Board Retreat in late March of 2023.

Although the cornerstone goals and objectives are specific to programs and initiatives, and their respective staff leaders, the CEO holds final accountability for each. Therefore, each is included, and a special emphasis is added to Goal 4, because the core capacities and administrative strengths outlined in that goal are related to the CEO's administrative purview.

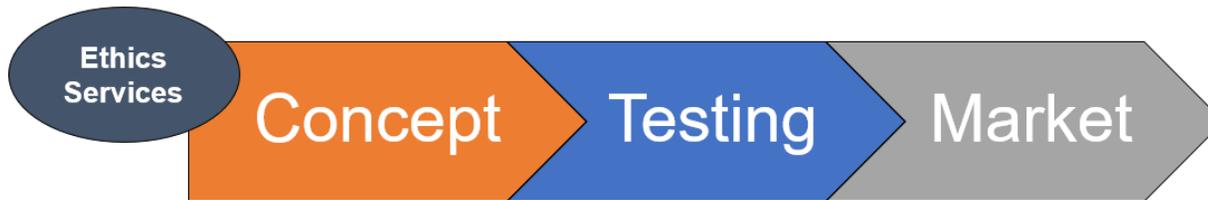
In addition to the overarching Center goals and objectives, CEO-specific goals and objectives are enumerated that assist the CEO with prioritizing activities, and to assist the Board in oversight and evaluation of the CEO's performance.

Center Goals and Objectives

Goal 1. CPB is a trusted provider of ethics education and ethics consultation services.

Objectives

- 1.1 Maintain a continuous agreement with KUMC and KCU, at or above 2022 levels
- 1.2 By March 31, 2024, earn at least \$125,000 in Ethics Services agreements from new and existing sources
- 1.3 By March 31, 2024, add 1.0FTE personnel for ethics services, supported by new earned revenue
- 1.4 Through 2025 and beyond, sustain and optimize current Ethics Services agreements by maintaining or increasing revenue, optimizing utilization, and achieving high customer satisfaction
- 1.5 By March 31, 2024, demonstrate continued mentoring of young people into bioethics vocations by means of one or several internships, providing opportunities for shadowing, and intentional generativity
- 1.6 By Q1 2024, explore Department of Education designation as an external Hispanic-Serving Institution (HSI) or consulting relationship to serve HSIs through curriculum/program development
- 1.7 Through 2025, deepen reach of Advance Care Planning into key communities, through ethics services agreements, independently funded initiatives, and expand and strengthen funded engagement of the public



Goal 2. CPB is a trusted partner and resource for responsible development and implementation of AI in healthcare.

Objectives

- 2.1 Create 3 AI lifecycle maps by Q4 2023
- 2.2 Hold Ethical AI education workshops at 3 sites by Q4 2023
- 2.3 Submit a peer-reviewed article by Q4 2023
- 2.4 Develop an ethics checklist and a data bias toolkit for healthcare IT vendors by Q4 2024
- 2.5 Develop a healthcare IT procurement guide for provider institutions by Q4 2024
- 2.6 Implement Ethical AI adoption practices at 2 hospital systems by Q4 2024
- 2.7 Create Ethical AI Consultation Package and plan for obtaining engagements and earned revenue by Q4 2024



Goal 3. Create a culture of deliberative decision making in the health sector and advance health justice.

Objectives

3.1 Through 2025, pilot, evaluate, and refine the democratic deliberation toolkit

- I. By Q3, 2023, secure funding to pilot the democratic deliberation toolkit at 3 sites
- II. By March 31, 2024, add 1.0FTE for deliberative democracy initiative (with “rural bioethics initiative” growth area)
- III. Beginning Q4, 2023 and concluding Q3, 2024, pilot, assess, and refine the democratic deliberation toolkit at 3 sites
- IV. Beginning 2024 and concluding 2025, disseminate results in peer review and grey literatures (outlets selection based on results and sample size)

3.2 Through 2025 and beyond, scale and spread deliberative discourse and decision making

- I. By 2025, submit proposal(s) to philanthropies that invest significant funding in “scaling up” evidence-based tools and practices, such as RWJF Evidence in Action and Project Evident
- II. By Q4, 2023, outline packaged deliberative expertise consult services and plan for obtaining engagements and earned revenue

3.3 Through 2023, serve as lead author of a paper contributing to National Academy of Medicine Culture of Health paper series on structural racism and health equity

- I. March 2023, launch paper series (6 meetings)
- II. By July 2023, first draft of paper
- III. By December 2023, complete paper series

3.4 Through 2024 and beyond, develop account of intersectional health justice

- I. Through 2024, present at national outlets, including National Institutes of Health Department of Bioethics, March 8, 2023 and presentation to the Interdisciplinary Association of Population Health, early October 2024
- II. Through 2024, prepare and submit book proposal (Oxford University Press)



Goal 4. Build core capacity for sustainability and growth.

Objectives

- 4.1** Raise \$500,000 in philanthropic funds annually
- 4.2** By March 31, 2024, increase earned income by 100% from 2022 levels; 150% by 3/31/2025; 200% by 3/31/2026
- 4.3** Realize increased engagement and dissemination, as measured by media stories, social media engagement, and website traffic for each quarter, reaching a 25% increase by March 31, 2024
- 4.4** Study and implement a plan to support professional development of staff (e.g., professional membership and conference attendance) for the 2024 budget
- 4.5** By Quarter 3, 2023, adopt policies and procedures to foster a warm and welcoming culture that attracts and retains diverse, quality staff
- 4.6** By January 2024, develop and implement a plan for continuous maintenance of excellent stewardship of resources entrusted to us, such as enhanced internal controls, revenue forecasting, dashboard reporting, and clean audits
- 4.7** By January 2024, develop a written plan to enhance organizational integration through data systems and management, administrative and support roles and responsibilities, and unified approaches to customer service and revenue acquisition

CEO-Specific Goals and Objectives

Goal 5. To provide strategic leadership to the Center by developing and effectively communicating a clear and inspiring vision that defines the mission, values, and goals, and guides its decision-making and actions.

Objectives

- 5.1 Research and analyze current trends, best practices, and emerging issues related to the organization's mission and identify opportunities to advance its role and impact.
- 5.2 Create an organizational disposition that advances diversity, equity, and inclusion in all activities and procedures.
- 5.3 On an ongoing basis, implement a process to consider mission alignment, capacity, and Center resources in taking on a new program, role, or initiative.
- 5.4 Continually exercise creative resourcefulness in developing new initiatives, opportunities, and sources of revenue and impact.

Goal 6. To lead and manage a high-performing team.

Objectives

See objectives 4.4 and 4.5

- 6.1 Annually, in collaboration with staff and the Board, review and update Center goals and objectives.
 - i. Incentivize and measure achievement of goals and objectives.
- 6.2 Continually champion internal and external collaboration, cross-training, and team orientation in all planning and activities.
- 6.3 Build a culture of innovation and continuous improvement by encouraging and supporting staff and volunteers to contribute ideas and feedback on the organization's vision and direction.

Goal 7. To manage the Center's financial resources effectively and efficiently.

Objectives

See objectives 4.1, 4.2, and 4.6

- 7.1 Annually, develop and manage a budget that aligns with the strategic plan and maintains financial stability.

7.2 By January 2024, identify options for leased office space to accommodate operations, a likely ongoing shift to remote work, and that positions the Center as a collaborator and community asset.

Goal 8. To build and maintain strong relationships with stakeholders, including donors, partners, community members, and the Board of Directors.

Objectives

- 8.1** Continually maintain clear communication with the Board of Directors, maintain sensitivity to their guidance and oversight, and receive appropriate authorization for all actions.
- 8.2** As opportunities emerge, participate in, or create, local, regional (state), or national partnerships that align with the Center's mission and capacity.
 - i. Serve on the Missouri Council on Aging's board of directors.
 - ii. Participate in the Partnership to Align Social Care's National Learning and Action Network.
- 8.3** Explore grant or other funded opportunities to partner with aligned stakeholders.

Expanding and Emphasizing Goal 4																		
Draft Work Plan – Goal 4: Build core capacity for sustainability and growth.																		
	4/23	5/23	6/23	7/23	8/23	9/23	10/23	11/23	12/23	1/24	2/24	3/24	4/24	5/24	6/24	7/24	8/24	9/24
4.1 Raise \$500,000 in philanthropic funds annually																		
a. Submit new local grant proposal (Patterson)																		
b. Submit state grant proposal (Medicaid and other)																		
c. Submit federal grant proposal (HIS Dept of Ed; HHS)																		
d. 40 th Anniversary Lead-up Events																		
e. 40 th Anniversary Annual Event																		
4.2 By March 31 2024, increase earned income by 100% from 2022 levels																		
a. Generate business plan for community health																		
b. Sign first community health consulting contract																		
c. Sign new Ethical AI agreement																		
d. Sign new ethics services agreement (with onboarded HEC)																		
e. Sign new hospice ethics services agreement																		
4.3 Realize increased engagement and dissemination, as measured by media stories, social media engagement, and website traffic for each quarter, reaching a 25% increase by March 31 2024																		
a. Publish revised website	✓																	
b. Ask Trudi and Monica to comment for baseline and tracking by quarter																		
4.4 Study and implement a plan to support professional development of staff (e.g., professional membership and conference attendance) for 2024 budget																		
a. Meet with professional staff to determine appropriate amounts and approach (<i>probably professionals and managers = 1 conference per year; reports as</i>																		

<i>dictated by manager budgets and submission/acceptance of abstracts)</i>																			
b. <i>Ask Cindy about dates for budget approval</i>		✓																	
	4/23	5/23	6/23	7/23	8/23	9/23	10/23	11/23	12/23	1/24	2/24	3/24	4/24	5/24	6/24	7/24	8/24	9/24	
4.5 By Quarter 3, 2023, adopt policies and procedures to foster a warm and welcoming culture that attracts and retains diverse, quality staff																			
a. Consider 100-80-100 plan for new staff																			
b. Consider crown act or similar																			
c. Consider anti-racist organization policies																			
d. Revamp benefits package <i>Consider a consultant</i>																			
e. Consider recruitment policy to wait for diverse candidate pool and objective decision matrix																			
4.6 By January 2024, develop and implement a plan for continuous maintenance of excellent stewardship of resources entrusted to us, such as enhanced internal controls, revenue forecasting, dashboard reporting, and clean audits																			
a. <i>Share this objective with Supporting Strategies and develop framework for implementation</i>																			
4.7 By January 2024, develop a written plan to enhance organizational integration through data systems and management, administrative support roles and responsibilities, and unified approaches to customer service and revenue acquisition																			
a. Transition to OneDrive (archive F: Drive)																			
b. Implement Keeper password security	✓																		
c. Publish administrative support roles and responsibilities																			
d. Hire and onboard administrative support position																			
e. Hire and onboard program coordinator (Latino ACP and Ethical AI)		✓																	

f. Implement standard approach to new customer organizations (Core Business workgroup)																		
g. Implement standard approach to customer service (Core Business workgroup and Ethical AI)																		



CEO Report

Update 2 2023

James Stowe, PhD

This periodic report is designed to inform the Center's Board of Directors of activities, milestone performance/achievements, and barriers from the CEO's perspective. One purpose of the report is to offer a basis for stronger oversight, discussion of Center strategy and direction, and general review of activities that are advancing the organization's mission. Another purpose is to help facilitate regular review of the CEO's performance and a foundation from which to set priorities and forecast upcoming goals and objectives.

Activities are summarized under specific annual CEO goals and objectives.

Key Messages from this Period

1. Progress has been made to establish a clear, coherent message, to help clarify the direction, reputation, and offerings of the Center to the community and healthcare organizations.
2. Significant energy is directed toward clarifying Center service offerings, standardizing approaches to pursuit of new revenue and partnership, and strengthening team contributions to a fully sustainable and enduring impact of Center activities.
 - a. Despite foundational discussions and identified collaborative opportunities, no new contracts have been signed, and no new grants have been awarded. These delays are typical when developing contract leads and moving to execution.
3. There is opportunity and progress toward strengthening our administrative structure to support activities and personnel across program areas.
 - a. Progress has been made on proposed revisions to the Employee Handbook

These areas of work have maintained continuity of past successes, clarified areas that need rapid and immediate improvement, and underlined the need to better discuss the story and mission of the Center succinctly and with familiarity across all programs and initiatives.

2023 Update 2, Center Goals and Objectives – Selected Updates

Goal 1. CPB is a trusted provider of ethics education and ethics consultation services.

- *Ongoing collaboration with The University of Kansas Health System and KU Medical Center leadership to strengthen collaboration and develop a true Bioethics Department after Dr. Terry Rosell's indicated retirement in late 2024 (Objective 1.1).*
- *The "core business" internal workgroup has continued work to refine messaging, materials, and potential partners, including drawing parameters around uncompensated service.
As in Update 1, despite these efforts, new agreements take time (generally, 18-24 months from discovery sessions with a new partner to execution of a fresh agreement), and no new agreements have been signed. Close tracking of success in signing new agreements will be necessary (1.2).*
- *Similar to the loss of the Hallmark contract in Update 2, a relatively small agreement, with Evergy for the employee "CARE program" that offered various ethics services, was not renewed, likely due to low perceived value and employee utilization. This non-renewal signifies a need to not only land agreements but establish an infrastructure and approach to cultivate and maintain agreements over time that easily prove value and adapt to the partner organization's needs (1.4).*
- *Strong progress has been made to achieve the objectives under the Center's Latino Advance Care Planning (ACP) project. This capacity has helped to clarify the Center's potential role in substantial, 5-year grant to support the work of Dr. Gloria Thomas Anderson (1.7).*

Goal 2. CPB is a trusted partner and resource for responsible development and implementation of AI in healthcare.

- *The Ethical AI Advisory Council met for a strategic retreat and discussed potential avenues to monetize Ethical AI services delivered to health care and related partners (2.7).
 - *One observed challenge is that only two of the organizations represented on the Council have purchased services from the Center.*
 - *Opportunity exists to adapt the Council's activities to be closer to a true consortium model.**
- *A Letter of Intent, submitted to the Greenwall Foundation, was not accepted. Feedback from Foundation staff suggest that true research is more likely to be funded than practical initiatives – therefore, future proposals should possibly be submitted only in partnership with a leading academic institution (2.7).*
- *A proposal to the Patterson Foundation, for the Thriving Rural mechanism, is under preparation and will be submitted by the September 2023 deadline (2.7).*
- *As in Update 1, this area of practice continues to evolve quickly, suggesting that actions or strategies must strike a balance of appropriate development and the advantages of being first to market (Goal 2).*

Goal 3. Create a culture of deliberative decision making in the health sector and advance health justice.

- *As in Update 1, assisted program staff in clarifying goals and objectives of the deliberative democracy portfolio, including long-term financial prospects, forecasted community impact and partnerships, and timeline for translation to Center programming (Goal 3).
 - *Grant funders have been engaged by program staff and at least one Letter of Intent has been submitted – funding is unlikely before 2024.**

Goal 4. Build core capacity for sustainability and growth.

- *A website redesign continues, specifically to clarify messaging and attract new partners interested in purchasing services (4.2 & 4.3).*
- *In a continuation from Update 1 and with Board involvement and advice, initiated internal and external efforts to advance stewardship and financial functions, including planning for a revised financial policies and procedures document and clarifying needed administrative functions and skills (4.6). Supporting Strategies has taken on a stronger role in processing both accounts payable and receivable.*

CEO-Specific Goals and Objectives – Selected Updates

Goal 5. To provide strategic leadership to the Center by developing and effectively communicating a clear and inspiring vision that defines the mission, values, and goals, and guides its decision-making and actions.

- *Met with the ALS Association on a potential consultation retainer agreement (5.1).*
- *Collaborated with St. Luke’s (Maggie) and the American Hospital Association on a proposal to their upcoming Accelerating Health Equity conference in Kansas City (5.2).*
- *Cultivated an engagement and staff attendance of the Kansas Healthcare Collaborative’s Quality Summit in Wichita (5.4).*

Goal 6. To lead and manage a high-performing team.

See objectives 4.4 and 4.5

- *Started process of an Employee Handbook update, with specific sensitivity to policies that elevate equity, belonging, and generating a warm and welcoming environment for all employees. An incentive plan, for certain roles, and a productivity policy are included in planned updates to be presented to the Board near the end of 2023 (6.3).*

Goal 7. To manage the Center’s financial resources effectively and efficiently.

See objectives 4.1, 4.2, and 4.6

- *Secured Range Realty Partners as a commercial broker to assist in the Center facility search. A staff team toured approximately eight potential sites (7.2).*
- *An RFP/RFQ process has been generally outlined for implementation in the 2024-2025 contract cycles for various Center vendors, to help ensure fair pricing and competitive offerings (7.1).*

Goal 8. To build and maintain strong relationships with stakeholders, including donors, partners, community members, and the Board of Directors.

- *Completed two interview rounds as a potential member of the Change Labs Solutions board of directors – a national nonprofit advancing health equity through policy and law (8.2).*
- *Developed beginning “architectural” sketches of a consultation team for Community Care Hubs (8.3).*

2023 Update 1, Center Goals and Objectives – Selected Updates

Goal 1. CPB is a trusted provider of ethics education and ethics consultation services.

- *We worked to retain the KCU agreement and key Center personnel as the university sought to restructure their bioethics department starting in the fall of 2023 (Objective 1.1).*
- *A “core business” workgroup was initiated to pursue new agreements under a refreshed Center website, new marketing materials (including a marketing and communications strategy), and a campaign to identify avenues to expanding revenue and partnerships. Despite these efforts, new agreements take time (generally, 18-24 months from discovery sessions with a new partner to execution of a fresh agreement), and no new agreements have been signed. Close tracking of success in signing new agreements will be necessary (1.2).*
- *A relatively significant agreement, with Hallmark for the employee “CARE program” that offered various ethics services, was not renewed, likely due to low perceived value and employee utilization. This non-renewal signifies a need to not only land agreements but establish an infrastructure and approach to cultivate and maintain agreements over time that easily prove value and adapt to the partner organization’s needs (1.4).*
- *A program coordinator was onboarded to complete the Health Forward Foundation and Hall Family Foundation funded Latino ACP project. Objectives for the project were clarified, new program sites identified, ACP planning sessions scheduled, and funders allowed for a no-cost extension to ensure that all project objectives will be fulfilled (1.7).*
- *Agreement documents were drafted to align service offerings with an improved “retainer” model; associated agreements with independent bioethics consultants were also drafted and refined through discussion with two candidate contract bioethicists (Goal 1).*

Goal 2. CPB is a trusted partner and resource for responsible development and implementation of AI in healthcare.

- *Supported an updated agreement document to allow the retention of Ethical AI services under existing Center templates (2.7).*
- *Second of three education workshops completed (2.2).*
- *This area of practice continues to evolve quickly, suggesting that actions or strategies must strike a balance of appropriate development and the advantages of being first to market (Goal 2).*

Goal 3. Create a culture of deliberative decision making in the health sector and advance health justice.

- *Assisted program staff in clarifying goals and objectives of the deliberative democracy portfolio, including long-term financial prospects, forecasted community impact and partnerships, and timeline for translation to Center programming (Goal 3).*

Goal 4. Build core capacity for sustainability and growth.

- *Accepted staff input to draft plan and budget process to allow for professional development travel (4.4 & 6.3).*
- *Assisted with a website redesign, specifically to clarify messaging and attract new partners interested in purchasing services (4.2 & 4.3).*
- *Assisted with planning efforts for 40th anniversary events, including securing approximately \$100,000 toward \$500,000 goal (4.1).*

- *With Board involvement and advice, initiated internal and external efforts to advance stewardship and financial functions, including planning for a revised financial policies and procedures document and clarifying needed administrative functions and skills (4.6).*
- *Laid groundwork for an internal approach to data tracking/customer service using extant and low-cost data platforms and stronger use of existing licenses (4.7).*

CEO-Specific Goals and Objectives – Selected Updates

Goal 5. To provide strategic leadership to the Center by developing and effectively communicating a clear and inspiring vision that defines the mission, values, and goals, and guides its decision-making and actions.

- *Contributed to grant proposal design that was sensitive to mission alignment, capacity, and Center resources – no un-funded project components will be proposed (5.3).*

Goal 6. To lead and manage a high-performing team.

See objectives 4.4 and 4.5

- *Drafted a staff incentive plan policy, vetted with key staff and board members, and prepared for presentation to the Executive Committee (6.1).*
- *Collaborated with staff to draft a position description and attract a new Program Coordinator position, with excellent early impact and benefit spread across multiple programs (6.2).*

Goal 7. To manage the Center’s financial resources effectively and efficiently.

See objectives 4.1, 4.2, and 4.6

- *A Board task force assisted in identifying a facility strategy that will be presented to the full Board in July 2023. The approach will use remote work as an interim step to finding space that meets current and future needs, including positioning the Center as a collaborator and community asset, with likely execution in late 2024 or early 2025 (7.2).*

Goal 8. To build and maintain strong relationships with stakeholders, including donors, partners, community members, and the Board of Directors.

- *A partnership was forged with Welcome Wellness Health Resource Center under the Latino ACP project to offer advance care planning sessions in Spanish (8.3).*
- *ACL Grant submission with the Partnership to Align Social Care (8.2)*
- *Initiated exploration of a bioethics master’s degree through KUMC, in collaboration with Dr. Akinwuntan (1.1 & 8.3).*
- *Submission of a Greenwall Foundation LOI, focused on the Ethical AI initiative, in collaboration with Mark Hoffman (Children’s Mercy Research Institute) and Anita Ho (UCSF) (8.3).*



Center for Practical Bioethics Executive Committee Meeting August 9, 2023 8:00 AM

Location: Zoom Conferencing

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

By Phone:

646 931 3860 US

301 715 8592 US (Washington DC)

312 626 6799 US (Chicago)

646 558 8656 US (New York)

Meeting ID: 952 829 8699

Attendees: Eva; Tresia, Mark, Alan; Jane; Steve (Chair); James (staff)

(Maggie was presenting in St. Louis)

AGENDA

- I. **Call to Order/Welcome** Steve Salanski, Chair
- II. **Strategic Opportunities and Operational Considerations** Steve Salanski and James Stowe
 - A) Resolution to add signers to financial accounts and instruments, including but not limited to, the Center's retirement accounts (403[b] and 457[b]); Country Club Bank checking and money market; John B Francis Endowed Chair at the Greater KC Community Foundation; Foley fund at Country Club Trust; Rosemary Flanigan Endowed Chair at Midwest Trust
 - a. Vote to add James Stowe, Cindy Leyland, Steve Salanski, and Tresia Franklin as signers on these and any other relevant accounts or instruments

Alan moved to approve; Mark seconded; no questions nor discussion; motion carried.
 - B) Staff Compensation and Insurance Benefits
 - a. Timeline and current thinking

The Committee discussed a new approach to subsidy of staff health insurance premiums, specifically an expansion to staff enrolled in the Center's plan who also have a spouse or dependents enrolled. The recommended direction is to consider a subsidy to be proposed in the 2024 budget.

- b. Staff Incentive Plan – review draft policy

The Committee was generally pleased with the draft policy and noted several areas of editing and improvement to be made. James noted that this policy would be incorporated into broader suggestions for enhancing the employee handbook and policies and procedures, which could be considered for adoption by the full Board later in the fall.

- C) The John and Wauna Harman Foundation Opportunity

- a. Overview of Dr. Gloria Thomas Anderson’s work in ACP in African American communities
- b. Parameters of potential 5-year project

The Committee expressed a positive reaction to this potential project and recommended that staff advance discussions with the Harman Foundation and Dr. Anderson. Several members noted few downsides to the opportunity and cited a clear alignment with the Center’s mission and general work in Advance Care Planning. Staff are working on background documents, a draft budget, and interacting with Dr. Anderson during a planned visit to the KC region in September.

- D) Update on Administrative Matters

James provided a report on progress made to improve administrative and financial functions, including a deeper reliance on the existing contract, through day-to-day support of clerical tasks and contract management, and other capacities offered by Supporting Strategies. In a recent meeting with staff, Tom Ross at Supporting Strategies recommended no additional administrative staff be added at this time. Procedures are being established to provide program-level financial reports and enhanced contract management.

The Committee recommended that staff pursue a potential pathway for an interest-free line of credit, potentially through the Foley fund. Options will be presented at a future meeting.

- E) Update on Deliberative Democracy and Health Justice

James provided follow-up to previous discussions about this portfolio of work. Deliberative Democracy and Health Justice will be the featured program report at the September Board meeting.

- F) Other recommendations/ideas

James provided a brief and general overview of discussions with Kansas City University (KCU) and the University of Kansas Medical Center (KUMC)/The University of Kansas Health System (TUKHS) to execute new agreements for the next service year. Some of the discussions involve additional involvement by the Center in future planning and programming.

V. Adjourn

Next Executive Committee Meeting: October 11, 2023 (8:00 AM)



Center for Practical Bioethics Executive Committee Meeting August 25, 2023 2:30 PM

Location: Zoom Conferencing

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

By Phone:

646 931 3860 US

301 715 8592 US (Washington DC)

312 626 6799 US (Chicago)

646 558 8656 US (New York)

Meeting ID: 952 829 8699

Present: **Mark T; Alan E; Maggie N; Eva K.**

Staff: **James Stowe and Cindy Leyland**

AGENDA

- I. **Call to Order/Welcome** Mark Thompson, Chair in lieu of
Steve Salanski
- II. **Consideration of Amendment to 457(b) retirement plan** Mark Thompson and James Stowe
 - A) Resolution to amend language around distribution dates at John Carney's request
 - a. Vote to adopt amendment language in letters drafted by pro-bono attorney Margo Sule
Eva motioned; Maggie seconded; no further questions nor discussion; motion carried
 - b. Note to staff to terminate 457(b) plan after amended final distribution date to John Carney of February 2024 as there will be no assets or participants after that date
- V. **Adjourn**



**Governance Committee Meeting
Friday, August 11, 2023, at 8:00 am**

By Computer: <https://us02web.zoom.us/j/82631518201>

Meeting ID: 826 3151 8201

Co-Chairs: **Maggie Neustadt** and **Mark Thompson**

Members: **Abiodun Akinwuntan**, **Mary Beth Blake**, **Karen Bullock**,
Mitzi Cardenas, Sukumar Ethirajan, **Anita Ho**, Jane Lombard,
Marvia Jones, **Eva Karp**
(**Bold** = present)

Board Chair: **Steve Salanski**

Staff: James Stowe, Cindy Leyland

MINUTES

1. Accept Minutes of June 9, 2023

Motion by Mitzi Cardenas; second by Eva Karp. Minutes accepted.

2. Implement Board Self-Evaluation Action Plan

a. Status Update on Formalizing Board Member Responsibilities

*Motion by Eva Karp to submit document to Board for approval; second by Maggie Neustadt.
Motion unanimously approved.*

Action Items

- *To be signed annually at the Board Retreat and when any changes are made to the document.*
- *Send this document now to the Board for their review before the September 2023 meeting.*

b. Develop Structure/Process for CEO Evaluation

The CEO's goals and objectives document was reviewed, along with the responses to the Board survey on CEO evaluation process. It is recommended that the goals and objectives document be forwarded to the Board now so all members can become familiar with the proposed CEO evaluation process. The structure and process for CEO evaluation will be an agenda item for the September 2023 Board meeting.

Discussion was held regarding external feedback. James explained that the Ethical AI initiative has an External Advisory Council, which can provide external feedback. Consideration was given to other program areas and options for soliciting feedback.

3. Board Member Terms

Kumar Ethirajan's term expires this year, and per the Bylaws, he is not eligible for re-election. Several other members are eligible for re-election, including Eva Karp and Maggie Neustadt, both of whom agreed to stand for election. Remaining members whose terms expire this year will be contacted.

Upon resolution of renewing members and identification of the number of seats available, the Governance Committee will review the Matrix to detect gaps in identified characteristics, acumen, and skills, leading to recruitment of new members toward the goal of confirming all 2024 board members at the November 2023 Board meeting.

4. Review/Update Bylaws

The sub-committee, made up of Mark, Maggie, Steve, and Eva, is meeting Monday, August 14, to begin a review and update of the Bylaws with a target of Board approval at the first 2024 Board meeting.

Next Meeting ~~Friday, October 13, 2023~~ 8:00 AM

Several members cannot attend on October 13; staff will distribute a Doodle poll to identify an alternative date for the October 2023 meeting.

**Center for Practical Bioethics
Finance Committee MINUTES (draft)
September 7, 2023**

Time: 7:45 – 9:00 a.m.

Committee Members:

Tresia Franklin, Chair

Raghavendra Adiga, Darrin D'Agostino, **Kathleen Gould, Marc Hammer**, Richard Jungck

Steve Salanski

Staff and Guest: James Stowe and Tom Ross

(Bold = in attendance)

<u>Topic</u>	<u>Who</u>	<u>Time Frame</u>
Welcome	Chair	7:45
Minutes of July 2023 Meeting <i>Marc moved to approve; Steve seconded; motion carried</i>	Chair	7:46
Financial Review July 2023 Financial Performance <ul style="list-style-type: none"> • Statement of Condition • Headlines • Statement of Activities 	Tom Ross, Consultant	7:47 – 8:14
<p><i>Tresia requested that the headlines document ties out to the financial documents presentation, as she believes many Board members rely on the headlines document. The headlines document will receive several edits and format changes. Several additional comments were made about the categories and display format of the financial documents, which will be updated prior to the Board meeting.</i></p> <p><i>Tom explained why we have created an Endowment Receipts line item on the Statement of Activities report – this is to allow greater visibility to this important source of revenue, but for the audit, GAAP must be followed, and this line item would be removed – so, note that this does not appear in the audit. These are the monies that come from Foley, Francis, or Flanigan, and were spent.</i></p> <p><i>Sunderland and Hall Family were released, but the Flanigan disbursement came after July, so these \$41k were not accounted for. Health Forward Funds were recognized as revenue last year by the auditor, and there was no restriction placed on this award, yet ongoing operational expenses to implement the grant are necessary.</i></p>		

Overall, total income at \$508k against a budget of \$634k, so about a 20% gap in budget.

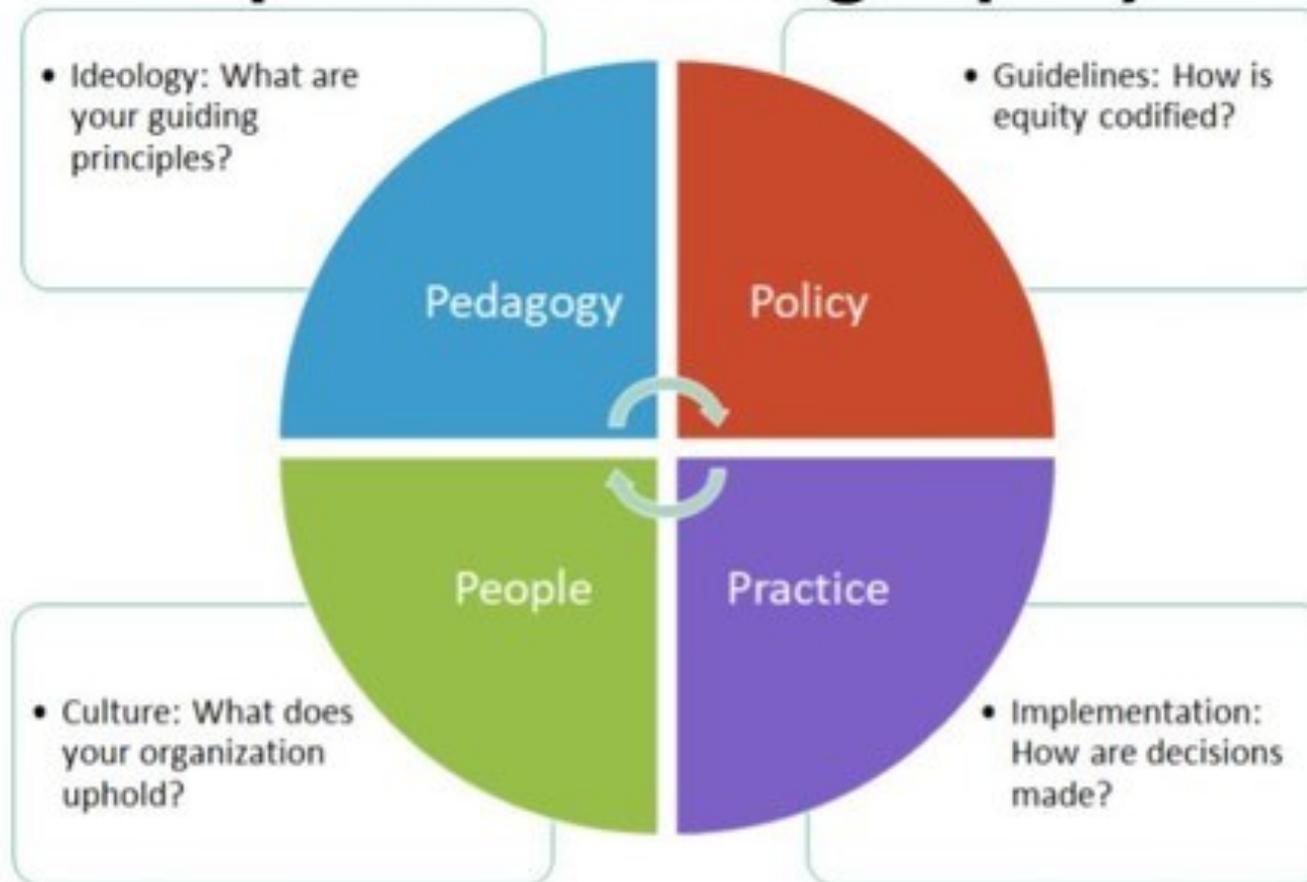
Total expenses, \$945k, which is \$49k favorable to budget. The largest favorable line items are just timing related due to event driven expenses.

Net operating income – expenses exceeding revenue by \$436k versus \$359 budgeted, and we have some ground to make up.

Tresia requested that James and Cindy delineate any surprises or concerns in the rather high \$261k in accounts receivable.

<p>Other Items: 2022 Form 990 Line of Credit – borrow internally? Annual Return of Employee Retirement Plan (Form 5500)</p>	<p>James Stowe</p>	<p>8:15 – 8:44</p>
<p>Line of Credit – borrow internally? <i>Currently, due to cash flow cycles, the Center occasionally borrows against a line of credit that carries an interest rate. James asked if there may be an opportunity to borrow funds from our internal sources to reduce the interest/fee cost of borrowing. Committee members raised several points of needed investigation and recommended speaking to the investment groups at Country Club Trust, etc. for additional information. If pursued further, several guardrails were suggested, such as a cap on the total amount of draws and adherence to the established investment policy(ies).</i></p> <p>Annual Return of Employee Retirement Plan (Form 5500) <i>Tresia directed James to inquire of the service provider about why item 7b is carried forward year-to-year. Typically, this is not a liability until it is payable to a plan participant, so the item is unclear or unusual. ERP Retirement Services is the service provider.</i></p>		
<p>Adjourn</p>	<p>Chair</p>	<p>8:45</p>

Operationalizing Equity





Brand Messaging

8.12.23

Lindsay Bruno, Robben Roesler, Steve Wood

 CENTER FOR PRACTICAL
BIOETHICS



**Concise brand messaging
crafted to be
memorable, repeatable, shareable.**



Brand elements

The building blocks of
your brand



Recommendations, guidance, and education providing clarity in ethical dilemmas in health and healthcare for real-time decisions or policy making.



Ensuring patients, families, caregivers, and institutions feel seen, heard, supported, safe, guided, assured and confident in a plan of action for their ethical dilemma.

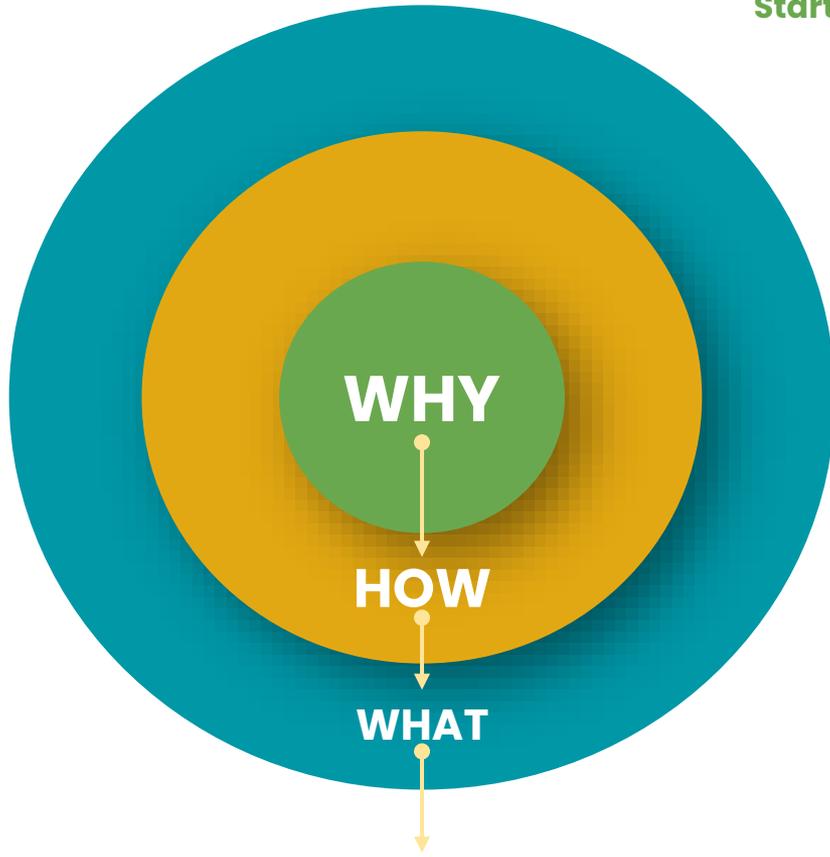


”

People don't buy what you do; they buy the reason why you do it.

— Simon Sinek

The Golden Circle is all about helping organizations define their WHY. In other words, the compelling higher purpose that inspires the staff and acts as the driving source of belief in all they do.



Start Here... **What is the “WHY”?**

The compelling higher purpose, cause, or belief that inspires the organization as the guiding force behind all they do. WHY does your organization exist? And WHY should anyone care about the work you do?

What is the “HOW”?

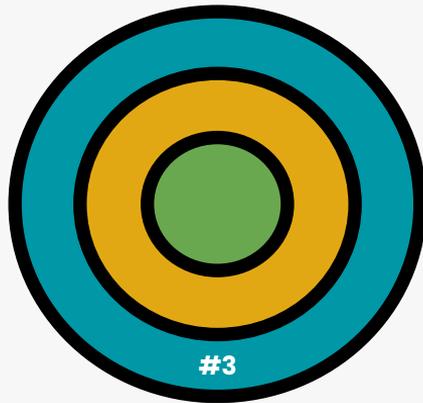
It's how an organization is different, how it operates and how it's distinctly unique and positioned in the market as an innovative industry leader. HOW you bring the WHY to life is what makes you unique. As a result, the combination of your WHY and HOW is like your organization's fingerprint.

What is the “WHAT”?

What the organization actually does in terms of the service(s) it provides.



WHAT

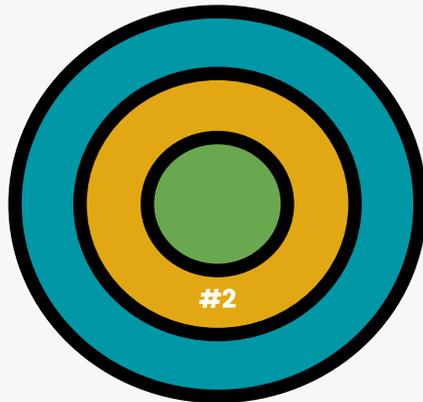


The Facts

Bioethics in action.



HOW

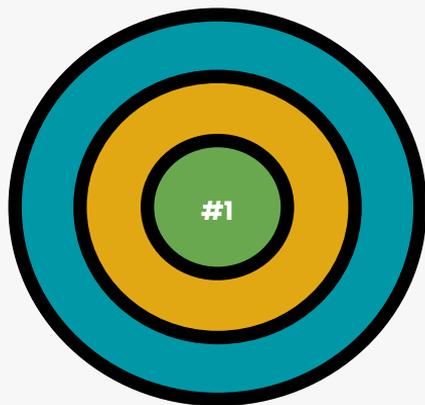


The Difference

Whether in clinical settings, policy arenas, or the dynamic realm of technology, we serve as an ethical compass, answering the call to action and illuminating paths to clarity in health and healthcare through unbiased recommendations, guidance, and education.

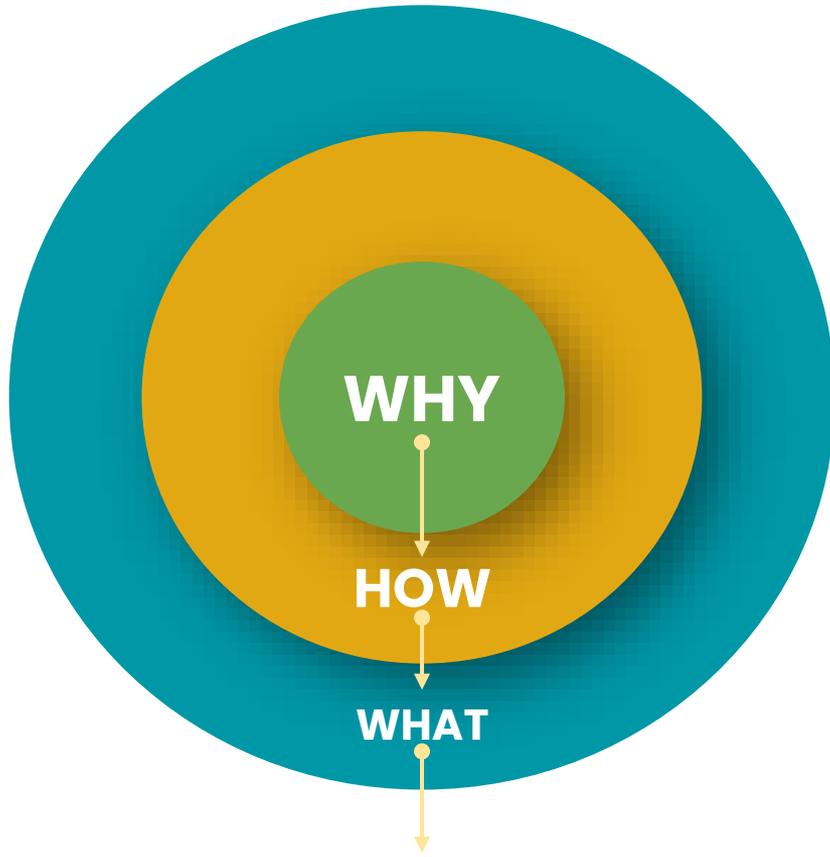


WHY



The Reason For Being

We believe in preserving human dignity and amplifying unheard voices by standing as a compass, guiding and empowering patients, families, caregivers, and healthcare providers to make ethically sound choices.



Why

We believe in preserving human dignity and amplifying unheard voices by standing as a beacon of impartiality, empowering patients, families, caregivers, and healthcare providers to make ethically sound choices.

How

Whether in clinical settings, policy arenas, or the dynamic realm of technology, we serve as the ethical compass, answering the call to action and illuminating paths to clarity in health and healthcare through unbiased recommendations, guidance and education.

What

Bioethics in action.



Language Lessons

What we say and how we say it



We Are:

Unbiased

Empathic
Inclusive
Supportive
Caring
Approachable
Encouraging

Experts

Active
Deliberate
Guiding
Visionary
Knowledgeable
Confident

We Are Not:

Judgemental

Technical
Medical
Cold
Directive
Institutional
Preachy
Authoritative



The Center's voice is active, unbiased and visionary.

The brand tone should convey the level of knowledge and expertise you can expect from The Center while omitting complicated terms unless necessary. We are here to guide our clients through complex situations and our copy should convey the same feeling of ease, delivering our message in a manner that is supportive, conversational, smooth, and unlabored.



Brand Messaging

The words to tell our story.



If you're at a conference and someone asks,

What does The Center do?

You may answer...



The Long Answer:

The Center For Practical Bioethics helps patients, families institutions, and our community address ethical dilemmas in health and health care through **policy** and **actionable ethics services**.



The Shorter Answer:

We help provide clarity for ethical dilemmas in health and health care through policy and actionable ethics services.



Pause for a Definition:

Actionable ethics services is how we define the services you provide to hospitals, individuals, institutions and beyond. Some services are revenue generating for The Center and others are free. From in-hospital ethics consultations to webinars on end-of-life, “actionable ethics services” may be a tab on your website and a term you use to describe what you do outside of policy. This tab on your website is your “product” to monetize.



Key Messages

Prepackaged, ready to use, language that can be used by The Center's staff or outside partners to ensure consistency of messaging.



How to use key messages:

Key messages are consumer facing messages you communicate most often to your audience. They highlight your benefits and articulate your purpose in a succinct and approachable manner, written in your brand personality and tone of voice.

Internally your team may pull this language and use it on pieces they create, when sending emails, or even as they speak about The Center. Key messages act as a unifying voice so your team speaks the same language.

As you work with others, internally or externally, to craft communications, you will share this messaging to familiarize them with your brand. They should use this as a guide, pulling phrases or using it as a jumping off point for the creative process.



One clear message

All key messages fall out of this statement. While your elevator pitch is crafted as a quick spoken statement to explain “who you are,” your “one clear message” is intended for written purposes.

We act as an ethical compass in health and health care, empowering a path toward clarity through empathy, neutrality, and actionable ethics services for individuals, institutions, and the community.



Practical Key Messages

- Our practical approach to bioethics distinguishes us from most other bioethics centers in the country.
- Our **suite of actionable ethics services** sets us apart, ensuring accessibility and value to the community. It's not about philosophy or preaching, it's about **translating ideas into action** in a way that helps institutions, patients, and policymakers address ethical dilemmas in health and health care with clarity.
- **Academics in action.** It's our job to raise ethical issues on the horizon. AI? Population health? Health equity? The Center is a compass for the community, confronting bioethical concerns and bringing them to the forefront when necessary.
- Actionable Ethics Services: Our distinctive services offer practical value, making ethics accessible and relevant to the community.
- Our services bridge the gap between academic theory and practical application, offering guidance and recommendations for informed decision-making in complex ethical challenges.
- Our practical approach confronts ethical dilemmas in day-to-day healthcare and broader societal health-related issues.



- **Empathy meets ethics.** At The Center, our job begins by listening to our clients, the community, and understanding the needs of each individual affected by an ethical decision.
- We believe listening is a superpower when it comes to making an informed ethical decision. It allows us to view issues from a place of compassion and the point of view of each affected party.
- In a hospital setting, we are the conduit between families and physicians and patients and their care team.
- It's our job to listen to all sides and arrive at a recommendation using ethical principles and frameworks.
- **Reducing Moral Distress:** Consulting with a clinical ethicist eases moral concerns, enabling medical professionals to concentrate on treatment as we address ethical complexities.



Autonomy Key Messages

- **The Center For Practical Bioethics is an ethical compass in health and healthcare actively addressing individual and societal dilemmas through neutrality and defined academic frameworks.**
- We are a third party, neutral non-profit that believes in the value bioethics brings to our community and aims to embed those principles in policy and practice.
- Our neutrality is valuable to institutions looking for guidance on bioethical dilemmas.
- **Avoid institutional bias. Focus on patient care.** Enlisting a resource whose recommendations are independent of the hospital helps avoid conflicts of interest and allows for more impassioned patient care.



Visionary Key Messages

- While the advent of AI drives the field forward, we pause to ask the big questions. How health and health care providers select and deploy algorithms and ensure humans have a part in decision-making and safety processes for the responsible use of AI and other technology?
- For years now, we've had our eye on AI, monitoring, researching, and asking questions about health equity and how AI impacts patient care. That's what we do, explore subjects through the lens of bioethics training to ensure the latest innovations serve patients and our communities in the most equitable way possible.
- Now that AI has taken center stage, we're ready—with processes in place for clinicians to implement AI and workshops to help guide institutions in their decision-making. This kind of forward-thinking helps institutions and communities respond to issues such as shifts in technology because we've been questioning the implication for years.



In Action Key Messages (What does The Center do?)

Consultation, education, community outreach:

The Center offers recommendations, guidance, and education when it comes to ethical dilemmas in health and healthcare with the goal of improving patient care and our communities. We do this through a suite of actionable ethics services offered to institutions, hospitals, individuals and caregivers. The Center also works with government and local change-makers on policies which embed the principles of bioethics in our community.

Actionable ethics services*

Policy making*

(recommend breaking these out as two tabs on your website)



Actionable Ethics Service Key Messages

I am a hospital or care institution:

Bedside ethics consultation

Advance care planning for patients

Bioethics tech consult

Teaching doctors advanced care protocols

Teaching med students and nursing students theories in advanced care

Workshops in bioethics training for nursing staff and physicians

One-on-one clinical case consulting with clinical ethicist on real-time case or past issue

End-of-life workshops for nursing staff and physicians.

Ethical AI workshops for staff, how to implement, what to know

Ethical AI for administration—consult one-on-one to help implementation and even which products to buy

Create curriculum for hospital ethics committees

Help hospitals create guidelines around DNR

Work with nursing homes around end of life practices

I am an individual:

One-one-one advance care planning

Download info and education on bioethics issues

View and browse webinars on bioethics issues



Equitable voices in health and health care:

Shifting from clinical care to community care, we believe bioethics has a broad impact reaching into health equity, justice and population health. We are a safeguard for the community, monitoring and researching issues such as black maternal fetal death rate in our country. We engage in complex issues that lead to a change in policy, processes, and technology—all with the goal of better patient care and a more human health care system.

Right now, we are creating a toolkit to facilitate people from diverse backgrounds to participate in a process called “deliberative democracy.” The tool kit offers a structured process to ethically address complex problems and find a path toward clarity in a community setting.

We also care passionately about:

- Issues concerning health equity
- Researching and responding to population health



Tag lines



Tag line options

Current:

Guidance at the crossroads of decisions

New options:

Bioethics in action*

Navigating decisions in health and healthcare*

Pointing a path toward clarity

A path toward clarity

A compass to clarity

Illuminating paths to clarity*

Toward clarity*

Empowering ethical voices in health & healthcare



Manifesto



At the Center for Practical Bioethics, we act as a compass, providing clarity in a time when the path forward is twisted with complexities. That's our goal. To work with hospitals, physicians, individuals, and the community to help navigate uncertain times in health and healthcare. In a world where technology takes the forefront and data gets the glory, The Center helps physicians and hospitals make ethical decisions on a human level with patient well-being at the heart. It's our vision that bioethics extends outside a hospital and into policy, impacting our communities, putting people first, and leading with empathy. We look to the horizon, ensuring technology and policies follow ethical principles for all people. We aren't directive in our counsel. But we aren't passive either. We are bioethics in action, pointing a path toward clarity.



Next Deliverable



Feedback

CPB team gathers their notes and returns a compiled list of feedback for next round.



Thank you!