



**Center for Practical Bioethics  
Board of Directors Meeting  
May 14, 2025**

**8:00 – 9:30 AM (Central) | 9:00 – 10:30 AM (Eastern) | 6:00 AM – 7:30 AM (Pacific)**

**Location: In-person or Zoom Conferencing**

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

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

**By Phone:** +1 646 931 3860 US or +1 312 626 6799 US (Chicago)

**Meeting ID:** 952 829 8699

**Agenda**

- I. Call to Order** Steve Salanski, Chair
- II. Introduction of new Board member, Pastor Darron Edwards**
- III. Peer Sharing (Diversity, Equity, and Inclusion)**
- IV. Committee Reports**
  - Finance Report** Tresia Franklin, Treasurer
    - **Vote:** Accept March 2025 financial statements
      - March 2025 financial statements (*Attachments 1-4*)
      - Updated 2025 Budget document (*information only*) (*Attachments 5*)
  - Governance Report** Maggie Neustadt, Chair
    - Update: Board member recruitment (one open seat)
      - a. Board matrix to be reviewed for desired skills and experiences
      - b. Referrals are welcome
  - Resource Development** Norberto (Rob) Ayala-Flores, Chair
    - Update: Tentative annual event plans
  - Francis Chair Search Task Force** Eva Karp, Chair
    - Francis Chair search task force update
      - c. First interviews and process update
- V. Consent Agenda (Administrative Matters)**
  - Board Meeting Minutes**, March 12, 2025 (*Attachment 6*)
  - Board Retreat Minutes**, April 2025 (*Attachment 7*)
  - Finance Committee Minutes**, May 12, 2025 (*Attachment 8 Pending*)
  - Executive Committee Minutes**

*Note: Executive Committee did not meet in April 2025*
  - Governance Committee Minutes**, April 4, 2025 (*Attachment 9*)
  - Resource Development Committee Minutes**, April 4, 2025 (*Attachment 10*)
- VI. Chair and President Reports** Steve Salanski, Chair & James Stowe
  - Chair's Report**

- Board Retreat follow-up: Timing of Board and Committee meetings – comfort with considering different times
- **VOTE:** Approve 2025-2026 CEO Goals and Objectives
  - a. 2025-2026 CEO Goals and Objectives [\(Attachment 11\)](#)
  - b. ACP Project Strategy (2025 Pilot) [\(Attachment 12\)](#)

#### **President's Report**

- Ethical AI funding support: Funding opportunities and planning.
  - i. Patterson Family Foundation (submitted) – hear-by date is August 2025
  - ii. Kauffman Foundation – i. c. Stars KC is the lead applicant, smaller subcontract award to the Center
- University Health interested in agreement (Ethical AI and Ethics Services)
- Lawrence Memorial Hospital interested in expanded agreement
- Hutchinson Regional Health System interested in agreement

#### **Next Board Meeting: July 9, 2025**

**8:00 – 9:30 AM (Central) | 9:00 – 10:30 AM (Eastern) | 6:00 – 8:30 AM (Pacific)**

#### **Upcoming Events:**

##### **1. 2025 Annual Event**

**Dates:** Tentative, Thursday September 18, 2025, morning (breakfast) event

**Location:** TBA

**Strategic Initiative Focus:** TBA

[Board Book & Materials Link](#)

## HEADLINES FOR MARCH 2025 FINANCIAL PERFORMANCE

### REVENUE

Through the month of March, actual revenue is \$200,946 and unfavorable to budget by \$220K. The primary variances are in Funds released from Restrictions which is unfavorable by \$53K due to the Ethical AI grant and Endowment Receipts which is unfavorable to budget by \$105K due to Francis and timing of the budget for Foley and Flanigan distributions. Provider Ethics Services are unfavorable \$9k due to budgeting for new organizational affiliates. Donations-unrestricted is \$39K unfavorable to budget due to event income.

### EXPENSES

Total actual operating expenses are \$296,713 which is favorable to budget by \$44K. Salaries, Benefits, & Other Employee costs are favorable to budget by \$29K due to open Francis positions.

### OTHER INCOME

Other Income includes \$41K in distributions from Flanigan Funds. These funds cover 2025 expenditures but do not reflect 2025 income based on GAAP accounting. Other Income is favorable to budget by \$162K primarily because endowment income was not budgeted.

### OPERATIONS THROUGH MARCH 2025

Net unrestricted operating revenue over expenses is (\$95,767). Combined with the other investment income and distributions related primarily to Francis and Flanigan Funds, net income is (\$85,901), approximately \$9K unfavorable to budget.

**Center for Practical Bioethics**  
**Budget vs. Actuals: Budget\_FY25\_P&L\_V2 - FY25 P&L Classes**  
January - March, 2025

	Actual	Budget	Total over Budget	% of Budget	Annual Budget
<b>Income</b>					
4210 Funds Released from Restrictions	53,263	106,250	-52,987	50.13%	425,000
4310 Endowment Receipts	41,806	147,014	-105,209	28.44%	427,092
4410 Government Grants and Fees	1,251		1,251		0
4510 Earned Income	5,499	8,000	-2,501	68.74%	32,000
4515 Provider Ethics Services	63,964	72,594	-8,629	88.11%	290,375
4520 Honoraria		500	-500	0.00%	2,000
4530 Lecture-Workshop Income	3,000	8,750	-5,750	34.29%	35,000
4660 Donations-unrestricted	31,593	71,040	-39,447	44.47%	223,480
4710 Membership - Institutional		3,750	-3,750	0.00%	15,000
5010 Other Revenue-Reimbursements	102		102		0
5050 Interest Income	469		469		0
<b>Total Income</b>	<b>200,946</b>	<b>417,898</b>	<b>-216,952</b>	<b>48.08%</b>	<b>1,449,947</b>
<b>Gross Profit</b>	<b>200,946</b>	<b>417,898</b>	<b>-216,952</b>	<b>48.08%</b>	<b>1,449,947</b>
<b>Expenses</b>					0
A) Salaries, Benefits & Other Employee Costs	206,641	235,427	-28,786	87.77%	994,768
B) Occupancy	224	330	-106	67.87%	1,320
C) Professional & Contract Services	71,991	76,874	-4,883	93.65%	318,476
D) Supplies	3,896	6,775	-2,879	57.51%	27,100
E) Telephone	315	300	15	105.14%	1,200
F) Postage & Shipping	196	900	-704	21.82%	1,800
G) Equipment & Maintenance	1,377	1,930	-553	71.35%	7,720
H) Printing & Promotions	170	320	-150	53.13%	7,280
I) Travel & Transportation	1,350	4,686	-3,336	28.81%	18,740
J) Conferences, Conventions & Meetings		600	-600	0.00%	24,745
K) Memberships & Subscriptions	2,955	4,935	-1,980	59.88%	19,014
L) Insurance	5,723	5,701	22	100.38%	19,984
M) Interest Exp	948	1,050	-102	90.31%	4,200
N) Miscellaneous Operating Exp	926	900	26	102.86%	3,600
<b>Total Expenses</b>	<b>296,713</b>	<b>340,728</b>	<b>-44,015</b>	<b>87.08%</b>	<b>1,449,947</b>
<b>Net Operating Income</b>	<b>-95,767</b>	<b>77,170</b>	<b>-172,937</b>	<b>-124.10%</b>	<b>0</b>
<b>Other Income</b>					0
7820 Endowment Receipts Used for Operations	-41,806	-147,014	105,209	28.44%	-427,092
7830 Investment Earnings	23,544		23,544		0
7840 Realized Investment Gains (Losses)	5,547		5,547		0
7845 UnRealized Investment Gains (Losses)	27,605		27,605		0
<b>Total Other Income</b>	<b>14,891</b>	<b>-147,014</b>	<b>161,905</b>	<b>-10.13%</b>	<b>-427,092</b>
<b>Other Expenses</b>					0
7850 Investment Fees & Expenses	5,025	7,200	-2,175	69.80%	28,800
<b>Total Other Expenses</b>	<b>5,025</b>	<b>7,200</b>	<b>-2,175</b>	<b>69.80%</b>	<b>28,800</b>
<b>Net Other Income</b>	<b>9,866</b>	<b>-154,214</b>	<b>164,080</b>	<b>-6.40%</b>	<b>-455,892</b>
<b>Net Income</b>	<b>-85,901</b>	<b>-77,044</b>	<b>-8,858</b>	<b>111.50%</b>	<b>-455,892</b>

# Center for Practical Bioethics

## Balance Sheet

As of March 31, 2025

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1010 CENTER FOR PRACTICAL BIOETHICS INC (0266) - NEW	43,339
1070 MONEY MARKET ACCOUNT (8991) - NEW	290,166
1075 Country Club Bank - Brokerage Account	0
<b>Total Bank Accounts</b>	<b>\$333,505</b>
Accounts Receivable	
1240 Receivables	128,467
<b>Total Accounts Receivable</b>	<b>\$128,467</b>
Other Current Assets	
1450 Prepaid Insurance	7,908
1460 Prepaid Exp-Other	2,698
<b>Total Other Current Assets</b>	<b>\$10,606</b>
<b>Total Current Assets</b>	<b>\$472,578</b>
Fixed Assets	
1640 Furniture, Computers & Equipment	52,099
1740 Accum Depreciation - Furniture, Computers, Equipmnt	-42,149
<b>Total Fixed Assets</b>	<b>\$9,950</b>
Other Assets	
1805 Flanigan Endowed Chair Investment	2,347,654
1806 Foley Investment Account	482,311
1807 Francis Family Endowment	3,501,018
1840 Operating Lease	7,370
<b>Total Other Assets</b>	<b>\$6,338,353</b>
<b>TOTAL ASSETS</b>	<b>\$6,820,882</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2040 Accounts Payable (Bill)	19,406
<b>Total Accounts Payable</b>	<b>\$19,406</b>
Other Current Liabilities	
2130 Accrued PTO	21,700
2145 Operating Lease Liability	2,769
2150 Accrued Expenses - Other	3,768
2350 Line of Credit Loan	50,000
Deferred - Contract Services - Earned	6,333
Deferred - Contract Services - Provider Ethics	112,787
<b>Total Other Current Liabilities</b>	<b>\$197,357</b>

# Center for Practical Bioethics

## Balance Sheet

As of March 31, 2025

	TOTAL
<b>Total Current Liabilities</b>	<b>\$216,762</b>
Long-Term Liabilities	
2770 Operating Lease Liability LT	4,602
<b>Total Long-Term Liabilities</b>	<b>\$4,602</b>
<b>Total Liabilities</b>	<b>\$221,364</b>
Equity	
3100 Permanently Restricted Funds	5,492,651
3300 Temporarily Restricted Funds	1,321,342
3500 Unrestricted Funds	-282,902
5900 Retained Earnings	154,330
Net Income	-85,901
<b>Total Equity</b>	<b>\$6,599,518</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$6,820,882</b>

# Center for Practical Bioethics

## Statement of Cash Flows

January - March, 2025

	TOTAL
OPERATING ACTIVITIES	
Net Income	-85,901
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1240 Receivables	-3,238
1450 Prepaid Insurance	-13
1460 Prepaid Exp-Other	-757
2040 Accounts Payable (Bill)	9,296
2150 Accrued Expenses - Other	-2,259
Deferred - Contract Services - Earned	-6,750
Deferred - Contract Services - Provider Ethics	74,753
<b>Total Adjustments to reconcile Net Income to Net Cash provided by operations:</b>	<b>71,032</b>
<b>Net cash provided by operating activities</b>	<b>\$ -14,869</b>
INVESTING ACTIVITIES	
1740 Accum Depreciation - Furniture, Computers, Equipmnt	926
1805 Flanigan Endowed Chair Investment	80,039
1806 Foley Investment Account	-14,421
1807 Francis Family Endowment	-35,243
<b>Net cash provided by investing activities</b>	<b>\$31,301</b>
FINANCING ACTIVITIES	
3300 Temporarily Restricted Funds	196,737
<b>Net cash provided by financing activities</b>	<b>\$196,737</b>
<b>NET CASH INCREASE FOR PERIOD</b>	<b>\$213,169</b>
Cash at beginning of period	120,336
<b>CASH AT END OF PERIOD</b>	<b>\$333,505</b>

# Budget

## Center for Practical Bioethics

### January 1-December 31, 2025

Account name	Total
Income	
4210 Funds Released from Restrictions	425,000.00
4310 Endowment Receipts	427,092.00
4510 Earned Income	32,000.00
4515 Provider Ethics Services	290,375.00
4520 Honoraria	2,000.00
4530 Lecture-Workshop Income	35,000.00
4660 Donations-unrestricted	
4430 Event Income	55,000.00
<b>Total for 4660 Donations-unrestricted</b>	<b>\$223,480.00</b>
4710 Membership - Institutional	15,000.00
<b>Total for Income</b>	<b>#####</b>
Cost of Goods Sold	
<b>Gross Profit</b>	<b>#####</b>
Expenses	
A) Salaries, Benefits & Other Employee Costs	
6010 Salaries and Wages	834,715.00
6110 Employer FICA Taxes	63,856.00
6130 Unemployment Taxes	67.00
6210 Health Insurance Premiums	63,857.00
6220 Health Reimbursement Acct Exp	2,100.00
6240 403(b) Matching Contributions	21,257.00
6270 Disability Insurance Expense	3,920.00
6350 Employee Development	2,496.00
6380 Search Expense	400.00
6390 Other Employee Expense	2,100.00
<b>Total for A) Salaries, Benefits &amp; Other Employee Costs</b>	<b>\$994,768.00</b>
B) Occupancy	
6490 Other Occupancy Expense	1,320.00
<b>Total for B) Occupancy</b>	<b>\$1,320.00</b>
C) Professional & Contract Services	
6510 Contract Services	241,936.00
6520 Accounting & Audit Fees	68,500.00
6530 Legal Fees	7,560.00
6570 Blackbaud & Other Fees	480.00
<b>Total for C) Professional &amp; Contract Services</b>	<b>\$318,476.00</b>
D) Supplies	
6640 Office Supplies	1,200.00



6650 Program-related Supplies	25,900.00
<b>Total for D) Supplies</b>	<b>\$27,100.00</b>
E) Telephone	
6710 Telephone Expense	1,200.00
<b>Total for E) Telephone</b>	<b>\$1,200.00</b>
F) Postage & Shipping	
6810 Postage	1,700.00
6880 Mailing Services	100.00
<b>Total for F) Postage &amp; Shipping</b>	<b>\$1,800.00</b>
G) Equipment & Maintenance	
6915 Equipment Rental Expense	3,420.00
6950 NonCapital Equipment Costs	4,300.00
<b>Total for G) Equipment &amp; Maintenance</b>	<b>\$7,720.00</b>
H) Printing & Promotions	
7010 Printing & Collateral Materials	2,280.00
7040 Advertising Placement	1,500.00
7050 Audio & Visual Production	3,500.00
<b>Total for H) Printing &amp; Promotions</b>	<b>\$7,280.00</b>
I) Travel & Transportation	18,740.00
J) Conferences, Conventions & Meetings	
7220 Meeting Space	2,400.00
7240 Food & Beverage	11,645.00
7250 Speaker's Honoraria	1,500.00
7290 Other Conf/Meeting Expenses	2,000.00
7295 Board of Directors Expense	7,200.00
<b>Total for J) Conferences, Conventions &amp; Meetings</b>	<b>\$24,745.00</b>
K) Memberships & Subscriptions	
7310 Individual Dues	1,510.00
7320 Organization Dues	1,690.00
7350 Subscriptions & Books	320.00
7360 Website Subscriptions & Fees	9,054.00
7370 Software Subscriptions & Fees	6,440.00
<b>Total for K) Memberships &amp; Subscriptions</b>	<b>\$19,014.00</b>
L) Insurance	
6280 Life Insurance Expense	3,600.00
7410 Business & Casualty Insurance	4,360.00
7415 Business Umbrella	3,720.00
7420 Director's & Officer's Liability	2,304.00
7450 Worker's Compensation	6,000.00
<b>Total for L) Insurance</b>	<b>\$19,984.00</b>
M) Interest Exp	
7510 Interest Expense-Line of Credit	4,200.00
<b>Total for M) Interest Exp</b>	<b>\$4,200.00</b>

N) Miscellaneous Operating Exp	
7770 Depreciation	3,600.00
<b>Total for N) Miscellaneous Operating Exp</b>	<b>\$3,600.00</b>
<b>Total for Expenses</b>	<b>#####</b>
<b>Net Operating Income</b>	<b>\$0.00</b>
Other Income	
7820 Endowment Receipts Used for Operations	-427,092.00
<b>Total for Other Income</b>	<b>-\$427,092.00</b>
Other Expenses	
7850 Investment Fees & Expenses	28,800.00
<b>Total for Other Expenses</b>	<b>\$28,800.00</b>
<b>Net Other Income</b>	<b>-\$455,892.00</b>
<b>Net Income</b>	<b>-\$455,892.00</b>

Accrual Basis



**Center for Practical Bioethics  
Board of Directors Meeting  
March 12, 2025**

**8:00 – 9:30 AM (Central) | 9:00 – 10:30 AM (Eastern) | 6:00 AM – 7:30 AM (Pacific)**

**Location: In-person or Zoom Conferencing**

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

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

**By Phone:** +1 646 931 3860 US or +1 312 626 6799 US (Chicago)

**Meeting ID:** 952 829 8699

**Minutes**

**Attendance:** Raghu, Rob, Inmaculada, Tresia, Karen, Eva, Vickie, Maggie, Ed, Mike, Steve

**Staff:** James and Monica

**I. Call to Order**

Steve Salanski, Chair

**II. Peer Sharing (Diversity, Equity, and Inclusion)**

Reflecting on your personal or professional background and experiences, what is something that contributes to your perspective and service on the Board?

*Eva shared about end-of-life care, including observing family members and trying to make informed decisions. She is now facing similar issues with her mother. She has been shocked and horrified about the disparities in healthcare that she observed while pursuing her doctorate and became motivated when change wasn't happening – this instilled an internal drive to forward equal care for all as a priority issue. She has also noticed that AI can have embedded bias without that bias being obvious – we need that to be ethical throughout the globe. And, she loves the people!*

*Tresia shared that she also loves the people, and that she is humbled to be a part of the organization. She was an HR leader at Hallmark, and one of the areas she became passionate about is delivery of healthcare through employee benefit plans. The incredible, rising cost of healthcare while people were getting less for their money was striking to her. She wanted to try to figure out that problem. She noted how much money was spent in the final stages of life – how do you figure out the care people need and care they want? One day, Irv Hockaday called Tresia and stated that he had been talking to a group at Ford Motor (the Center), and that conversation led her to Linda Ward (Center staff member). Linda came to Hallmark to talk about a program to educate employees about end-of-life and conversations about their wishes. The employee benefit plan hosted education and promoted this resource to employers, but it never gained traction in her view. A couple of years later, she was invited to join the Center Board. Tresia mentioned she chaired the American Benefits Council and was able to highlight the work Hallmark was doing with the Center, and American Century participated in that conversation.*

**III. Committee Reports**

**Finance Report**

Tresia Franklin, Treasurer

- **Vote:** Accept December 2024 (year-end), January 2025, and November 2024 financial statements
  - 2024 Year End (focus of discussion) [\(Attachments 1-4\)](#)
  - January 2025 and November 2024 financial statements [\(Attachments 5-12\)](#)

*Tresia provided an overview of the December 2024 (year-end) financial statements and the Center's overall financial performance for the year. She stated she believed the Center did a good job in controlling costs, and that the budget anticipated a loss, but we were able to minimize the loss to a greater extent than expected. Revenue remains the major shortcoming and should be the focus for 2025.*

*Tresia moved to accept the presented financial statements on behalf of the Finance Committee; Inmaculada seconded; no questions nor discussion; motion carried.*

- **Vote:** Transition the Biblo Memorial Lecture Fund to undesignated status. ([Attachment 13](#))

Upon receiving the draft 2024 audit report, we endeavored to explore un-designating the Biblo fund, per a verbal recommendation by McBride Lock. This fund was initiated by a 1995 endowment fund provided by The Commonwealth Fund, in the amount of \$30,000. Subsequently, \$50,000 was added to the fund, and in 2012, the Board acted to change the fund from an endowment to a Board designated fund without donor restrictions. 2012 budget documents suggest that the funds were utilized in normal budgeting and operations in that year.

*James provided an overview of his investigation into the background of the Biblo Memorial Lecture Fund. He suggested this matter was resolved by the Center Board years ago, but we now need to finalize the documentation and officially move the fund to undesignated status. Tom Ross confirmed that this is only a change on the balance sheet, and no cash is involved.*

*Tresia moved on behalf of the Finance Committee to transition the Biblo Memorial Lecture fund to undesignated status; Inmaculada seconded; no questions nor discussion; motion carried.*

- **Vote:** Authorize supporting the Ethical AI team through use of the Foley Fund for 6 months of operations (\$85,627 in salary plus \$20,550 in fringe, totaling \$106,177).

So far, minor offsets through services agreements and honoraria for speaking, amounting to several thousand dollars.

Current Foley balance is \$478,303, noting that the 2025 budget includes a 5% draw (~\$23k) and authority for an end-of-year draw up to \$75k to fill any operational deficit. The 2024 budget included authority to draw up to an additional ~\$120k, but this was not used.

*Tresia introduced the Ethical AI funding issues that both Finance and the Executive Committee have been discussing. (see President report for James' summary of the pursuit of funding)*

*Tresia and Steve noted the centrality of the Ethical AI intellectual property and that it is a priority to keep that at the Center and be able to retain Lindsey. Any resource suggestions that Board members may have were welcomed. Karen mentioned a connection with a leader at AAFP, and Vickie wondered about offering training modules through the American Academy of Hospice and Palliative Medicine (AAHPM) and the Hospice and Palliative Nurses Association HPNA – James reacted favorably to being able to offer training and lectures, as this is a routine part of the Ethical AI team's work.*

*Tresia moved on behalf of the Finance Committee to authorize supporting the Ethical AI team through use of the Foley Fund for 6 months of operations (\$85,627 in salary plus \$20,550 in fringe, totaling \$106,177); Inmaculada seconded; no questions nor discussion; motion carried.*

## **Governance Report**

Maggie Neustadt and Karen Johnson, Co-Chairs

- Update: Board member recruitment
  - Two individuals were identified and initially vetted, and one is a leading candidate.
  - Next step is to interview with Governance Committee leadership.

*Maggie discussed recruitment actions related to the Board matrix that helps the Governance Committee identify gaps in representation or diversity on the Board. Based upon this matrix, the Governance Committee felt that a faith-based leader would be a solid opportunity to add to the Board's perspective, particularly an African American faith leader. Steve provided an overview of the top candidate, who could bring a lot of insight to the Board. The candidate will interview with the Governance Committee Co-Chairs, Steve, and James, and then a summary of their qualifications and the interview will be presented to the Governance Committee on a vote to recommend them to the full board. The full board would then vote, likely electronically, with the intention of onboarding the candidate before the annual Board retreat. Inmaculada expressed support for onboarding them prior to the retreat, and Maggie stated Governance will move this forward and are excited about the prospect.*

- Board Self-Evaluation Survey
  - Update: Items identified to discuss at Board retreat.

*Maggie reported that the self-evaluation yielded no significant surprises, and overall scores on the items were very high. The high scoring raised question about whether we were using the right evaluation tool, and discussion about how to evaluate board performance going ahead may be warranted. Steve noted that although the scores were high, there are some items to discuss at the retreat, including the item related to interest in moving into a board leadership role.*

#### **Resource Development**

Norberto (Rob) Ayala-Flores, Chair

- Update: Following Board-approved shift to a regular staff member, interviewing candidates now

*Rob stated that interviews were scheduled and at this point, participating in the process has been easy due to work of Center staff. Additional information will be forthcoming on these candidates. Rob is representing the Board in the interview process.*

#### **Francis Chair Search Task Force**

Eva Karp, Chair

- Francis Chair search task force update
  - a. Reviewing resumes and requesting detailed presentation of candidates by Omni

*Eva provided an update on the meetings and progress in reviewing candidate application materials. Steve noted that our word-of-mouth efforts and various conversations have really advanced this process. James noted that we hope to interview candidates starting in March, and that it is plausible to appoint a Chair by this summer.*

### **IV. Consent Agenda (Administrative Matters)**

**Board Meeting Minutes**, January 8, 2025

[\(Attachment 14\)](#)

**Development Coordinator Electronic Vote**, February 2025

[\(Attachment 15\)](#)

**Finance Committee Minutes**, March 6, 2025

[\(Attachment 16\)](#)

**Executive Committee Minutes**, February 12, 2025

[\(Attachment 17\)](#)

**Governance Committee Minutes**, February 14, 2025

[\(Attachment 18\)](#)

**Resource Development Committee Minutes**

*Note: Resource Development did not meet in February 2025*

*Eva moved to accept the consent agenda items; Inmaculada seconded; no questions nor discussion; motion carried.*

### **V. Chair and President Reports**

Steve Salanski, Chair & James Stowe

#### **President's Report**

- Federal and general political environment
  - i. Perceived impacts and potential need for deeper discussion

*James noted a limited current impact of the federal funding changes on Center funding, activities, or prospects. However, he has observed strong impacts on partner organizations and community-based*

organizations that rely significantly on federal funds for their programs and missions. He stated that he remains firmly in support of the Center's core values and that he does not intend to wilt in the face of external pressures.

Karen noted that they are observing a communications pause (i.e., no official communications) from their federal agency partners, and that speculation predominates at the moment. However, their Washington contacts are reporting that HHS is close to breaking loose in more communication that will lead to more informed action and reactions. One interesting dynamic is that federal legislators are talkative and have been sharing information.

Inmaculada noted that the expressed hostility is surprising in many ways and that she and colleagues have observed impacts on grants. In one case, the reason for the grant being made and awarded is no longer allowable, jeopardizing the ability to move forward.

Eva stated it is hard to make decisions off of social media posts.

Mike offered to provide an update on what is happening with the markets at a future meeting.

- Ethical AI funding support: Funding opportunities and planning.

James provided an overview of various grants that had been pursued, and subsequently denied, and the team's hard press right now to meet with potential partners (both for service agreements and partnering around grant proposals). He mentioned Mike Rode recently connecting he and Lindsey with the Stowers Institute, Lindsey had been connected to an economic development entity, Heartland Forward, by Aaron Deacon at KC Digital Drive, and there have been preliminary partnership conversations on a future Patterson Family Foundation proposal with a faculty researcher at University of Missouri – Kansas City and the Kansas Health Institute. The Center will also attempt a proposal to the Sunderland Foundation, should a mechanism open in the future.

Tresia noted that with some of the pilot work completed, we should start work on the recognition program now. The Ethical AI team will need to be entrepreneurial in this time.

Karen noted that AAFP is planning a convening around AI, and that she will connect the Center with their Chief Medical and Informatics Officer. They are sensing training for the workforce is an essential need.

Vickie wondered about a webinar of some type, given that the majority of hospitals nationally are unaware of the Center's work or offerings. James responded positively to this idea.

### **Chair's Report**

- Mark Thompson's leave request
- CEO Goals and Objectives
  - Board discussion on progress

*(Attachments 19-21)*

Steve reviewed Mark Thompson's leave of absence request and noted that the Executive Committee had voted to approve this request. This leave provision was in the most recent bylaws revision, which was led by Mark. When Mark is ready to return, the Board will take a vote to reinstate him. The bylaws provide for a separate process to discuss and determine officer/leadership role reinstatement.

Steve noted that James will send additional details on the Board retreat.

## **VI. Executive Session**

**Vote:** CEO salary increase of 3% for April to December (\$4,500 plus \$1,080 in fringe). Total cost of \$5,580.

*Steve initiated an executive session, but requested that James remain for the first part, as he had been part of conversations with the Executive Committee on this topic. Tresia mentioned James has not had a raise for the 2 years he had been CEO, while other staff had received 3% increase for the past 2 years. The committee mentioned 6% increase, but James was not comfortable with that amount at this time. James confirmed this conversation and his thinking process.*

*For CEO performance evaluation, goals will be evaluated at the end of the 2025 calendar year for any further compensation adjustment (the Executive Committee discussed a possible 3% increase, or end-of-year bonus, based upon CEO achievement and/or Center finances.) Steve noted that James compensation appears in-line with similar organizations and roles that were included in the Association of Bioethics Program Directors' 2021 survey – several years later, compensation appears to be in the correct range. Steve described how they categorized the roles and levels of responsibility in that survey.*

*James departed the meeting room and executive session continued. Board members discussed the salary increase proposal.*

*Following the executive session, Steve reported that the Board was in unanimous agreement to adopt the proposed CEO salary increase and agreed with the concept of considering a further salary increase or bonus at the end of 2025 as discussed above.*

**Next Board Meeting: May 14, 2025**

**8:00 – 9:30 AM (Central) | 9:00 – 10:30 AM (Eastern) | 6:00 – 8:30 AM (Pacific)**

**Upcoming Events:**

**1. 2025 Board Retreat**

**Dates:**

Friday, April 11 at 11:30 am – 5 pm CT with Board and Staff Social to follow at 5:30 pm CT (at same location as retreat)

Saturday, April 12 at 8 am – Noon CT

**Location:** In Person – Liberty Hospital Foundation Conference Rm, 2525 Glenn Hendren Dr, Liberty, MO

or Zoom meeting -- <https://us02web.zoom.us/j/9528298699>

**Strategic Initiative Focus: Advance Care Planning (April 2025 Retreat)**

**[Board Book & Materials Link](#)**



**Center for Practical Bioethics**

**2025 Board & Staff Retreat**

**April 11 – 12, 2025**

**In Person: TreeHouse at Liberty Hospital**

**2533 Glen Hendren Dr., Liberty, MO 64068**

**Via Zoom\*: <https://us02web.zoom.us/j/9528298699>**

*\*Please note that Center staff will use portable remote meeting equipment*

**AGENDA**

<b>Friday, April 11</b>		
<b>11:45 AM, CST</b>	<b>Lunch</b>	
<b>12:00 – 12:05</b>	<b>Opening Remarks</b>	<i>Steve Salanski, Board Chair</i>
<b>12:05 – 12:40</b>	<b>Ice Breaker</b> <i>How are you feeling coming to this meeting today? (~2-3 minutes each)</i>	<i>Steve Salanski, Chair and James Stowe, CEO</i>
<b>12:40 – 12:55</b>	<b>Logo Unveiling</b> <i>Plus, announcement of new team member</i>	<i>Norberto Ayala-Flores, Resource Development Comm. Chair</i>
<b>12:55 – 1:25</b>	<b>Board self-evaluation action plan, 2025-2026</b> <i>Summary and key takeaways</i>	<i>Maggie Neustadt and Karen Johnson, Governance Committee Co-Chairs</i>
<b>1:25 – 1:40</b>	<b>Break</b>	
<b>1:35 – 2:05</b>	<b>Board Member to Board Leader</b> <i>with Board discussion</i>	<i>Steve Salanski, Chair</i>
<b>2:05 – 3:05</b>	<b>Adaptation and Resiliency in a Changing Landscape</b> <i>Political and Regulatory Landscape Financial Markets</i>	<i>Mike Rode, Finance Committee and James Stowe, CEO</i>
<b>3:05 – 3:20</b>	<b>Break</b>	
<b>3:20 – 4:05</b>	<b>Executive Session</b> <b>CEO Performance Appraisal</b>	<i>Steve Salanski, Chair</i>
<b>4:05 – 4:25</b>	<b>Community-Centered, Community-Driven: A Unified Vision of Community Practice</b> <i>with Board Q&amp;A Center's national scope and impact</i>	<i>James Stowe, CEO</i>
<b>4:25 – 4:45</b>	<b>Friday close out with build up to Saturday</b>	<i>Steve Salanski, Chair and James Stowe, CEO</i>
<b>4:45 – 5:00</b>	<b>Transition</b>	
<b>5:00 – 6:30</b>	<b>Board and Staff Social</b>	
<b>Saturday, April 12</b>		
<b>7:45</b>	<b>Breakfast</b>	
<b>Integrated Service Provision – 2025 Goals and Objectives</b>		
<b>8:00 – 10:00</b>	<b>Ethics Services &amp; Ethical AI</b> <i>with Board Discussion</i>	<i>Ryan Pferdehirt, Rosemary Flanigan Chair Lindsey Jarrett, VP of Ethical AI</i>
<b>10:00 – 10:15</b>	<b>Break</b>	



<b>10:15 – 11:15</b>	<b>African American Advance Care Planning</b> <i>with Board Discussion</i>	<i>Gloria Thomas Anderson, Founder and Program Lead, Let's Talk About ACP</i>
<b>11:15 – 11:20</b>	<b>Transition</b>	
<b>11:20 – 11:50</b>	<b>Executive Session</b> <b>Board Synthesis and Closing</b> <i>Board Discussion</i> <i>Closing Comments</i>	<i>Steve Salanski, Chair</i>

### Plain Language Program Overview

#### Advance Care Planning

The ongoing need for culturally respectful care conversations between healthcare professionals and underserved populations remains a critical issue. Dr. Gloria Thomas Anderson leads several initiatives within the Center's ACP Program, dedicated to advancing equitable end-of-life and advance care planning for minoritized communities.

#### Ethical AI

Increasingly, algorithms influence health care decision-making and practice. The Center's Ethical AI team, led by Dr. Lindsey Jarrett, seeks to establish the ethical standards that health care and health care IT organizations should apply to the development, selection, and deployment of these technologies.

#### Ethics Services

There is an expanding market for the practice of clinical bioethics in hospitals and other health care organizations. Dr. Ryan Pferdehirt and Cassie Shaffer Johnson work to place the Center as a national market leader in consultation and capacity building assistance that advances bioethics practice in these customer organizations. Ethics Services looks to grow into new markets that are traditionally not associated directly with medical ethics.

## **Minutes**

Day 1 Attendance: Mike, Eva, Tresia, Ed, Maggie, Raghu, Anita, Inma, Rob, Steve, Abiodun, Karen, Vickie

Staff: Gloria, Monica, and James

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### **Opening:**

Steve took us back to our Mission, Vision, and Core Values, and read excerpts from each. He addressed how DEIJ is core to what we have committed to; we'll hear more about navigating our path ahead this afternoon.

Good News: We have voted unanimously to have Pastor Darron Edwards join the board. He is on an international trip with his family and may not join the retreat, but Steve noted his vision and voice as important additions.

Bad News: We received a letter on April 1 from Marvia Jones who decided to resign from the Board; Steve read excerpts from her resignation letter.

Steve mentioned goals for the retreat include the current environment as a focus; the work of our program staff; and the final is to get to know people better. We want the Board to share more with each other to help inform and bolster our DEIJ priorities and feel more comfortable in sharing their views and providing input.

At each stage, we'll be open to discussion.

### **Ice Breaker**

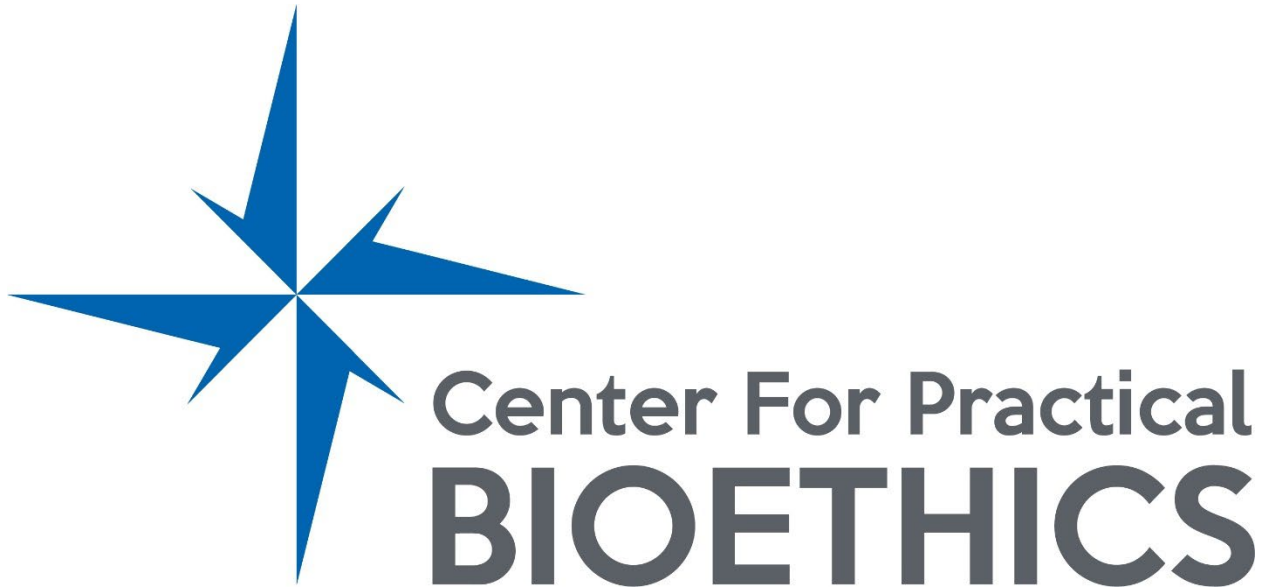
Board members shared information on how they were feeling coming into the Board retreat, and each member took time to share briefly.

### **Logo:**

Rob gave background on the new logo; brought in two trustworthy consultants who gave us a great deal; who can argue with ethics? The logo won't solve that, but as he hears the room talking today, it is simple – what is the problem, and then finding the solution. Easy to state but executing could be tough. The brand booklet that we saw last year, was used for the creative side of the logo; they worked and developed the logo based upon the booklet.

We've heard, and even in our discussions, we've heard CPB – we know it, it's in what we talk about, but you wouldn't want to be known as CPB, but did address that.

Showed primary logo – the formal logo we use to talk about ourselves to people who don't know us; the one with CPB is less formal and to be used with people who already know us; there were several logos they looked at; presented 3 to the team, and all ended up at this one.



Rob covered the rationale: confident, authoritative brand; precise, easily readable font; integrates CPB; Incorporates a graphical element that suggests a compass; works in a variety of settings;

Various applications and need to make sure it works well in black and white;

It won't solve our problems, but our job is to take our brand booklet and tell our story; we will be popular and unpopular; true to our brand and message and the good that we do; make it relevant to individuals. Need to stay true to what we represent; who we are, what we do, and how we benefit all. He likes that we aren't doing DEI for the sake of doing it, but it is what we do;

Abby Gast-Watterson, Development and Events Coordinator, was introduced as a new addition to the team.

### **Board, self-evaluation action plan**

Maggie presented results from the self-evaluation survey and provided an overview of the findings.

We've evaluated and directed resources to improve; we're at a point now where there isn't a lot of opportunity to improve; spoke about low and high scoring areas – highest was confidence in CEO's judgment, which Maggie thinks is fantastic; lowest was interest in board leadership, so we need to put some effort in improving this; encourages us all to think what the barriers are to taking on larger roles. Eva noted 5 of us are in their third term, so we'll need new people to roll into leadership roles.

Maggie notes we have been good and thoughtful in bringing in new people, and we need to continue to be thoughtful.

Mike asked how people get involved? We are interested in anyone who is referred.

Rob asked if we have a matrix? Yes, we have one and the Governance Committee uses this to fill in voids; he thinks it is all of our responsibility to provide input on individuals who may be good.

Steve noted we always want a pipeline of eligible members;

Karen asked about out-of-towners, are there any barriers to them having leadership roles? There may be limitations though, and she doesn't know what limitations may be – what is their perspective?

Anita said the time of the board meetings – there is never a good time to have a 6 AM meeting. Adding one more meeting at 6 AM is a barrier.

For Inmaculada, it is a question of time management; you are not quite there, not quite sure how things are running; so being in a leadership position may be the wrong thing to do.

### **Board Member to Board Leader**

Steve described the lowest scoring question about board leadership and wants to be sure we answer the question, Why Not?

Provided an anecdote about a previous leader serving under the assumption that she would never have to serve in leadership; she ended up chairing the board and doing really well.

Answers to the seven why not questions:

1. Time was previously described
2. Virtual – not being in KC is a barrier
3. Many lead many other things and just likes being a member of something
4. Doesn't like asking people for money- just help us make the connection and introduction, but others can actually make the ask; Steve says you can also just invite others to our events.
5. Commitment? Each chair role is 1-year commitment; we frequently ask people to continue, but there is opportunity to say it doesn't fit their schedule
6. Knowledge – do I know the things I need to know; members can be intimidated by the history (all of the endowments – they are hard to understand); feels like he is coming into the middle of a movie; it's a good problem to have, being mature, but it makes the job seem bigger.
7. Thinks it is a reasonable expectation that in second term, it's time to become a committee chair; third term, maybe move up further. Just like progression in other fields. This is a great thing to explore.

Stories from leaders:

Tresia: feared missing out if she didn't say yes; found that she had the curiosity to know more and this helped her.

Eva: operational performance is something that Cerner helped her understand; this was an area the Center really struggled with; beyond events, there wasn't anything operationally that drove revenue. Eva wondered how, programmatically, they could earn revenue and keep things going. People aren't just giving money anymore. Sitting on committees develops skills; she is comfortable that she can learn more; all board members come from strong careers – they all have the ability; you also feel more committed. Most of what she had to learn came from ACHE – educate members on what it takes to be a board member/leader.

Steve: as a family physician, in the role in academics for most of his career; leadership role over residents and with faculty and staff; medical director for value-based senior care; so, pretty comfortable being a professional leader; served the ethics committee consortium; had served on many boards in the community; when he came on to the Center's board, was in awe of the others on the board, but wasn't sure he could be a leader among the strong leaders he observed; saw John Yeast, Sandra Stites as leaders; his first opportunity was to co-chair Gov. Comm.

Rob spoke about the prepared agendas; others talked about minutes being taken during the meetings, it makes it easy to be a committee member; Maggie is concerned about the next step up (board chair); Karen says this is a contribution to the organization and its sustainability. They are really here to serve James and the staff and ensure they have what they need to run the org; that is really serving them; they know what to do, but helping them to be creative and pragmatic about sustainability of organization (not just fundraising; it is all sectors to contribute, so you don't need to be a healthcare zealot to contribute). There is a lot to be said for having the heart for the work, but also the mind to help the org carve its place in the world to do what it needs to do; opens up possibility for a new way to think about board members.

Karen thought about throwing her hat into the ring to run a small nonprofit but did not because it is a hard job; we need to support James and the staff in the work.

Steve continued that we look to committee members first for stepping into leadership, then the time you have served, you are trained in what is needed; one step is to use a co-chair model – to help people get their feet wet in this role. Being involved in the search committee or other ad hoc committees is a way to grow into leadership.

#### *Committee Chair Duties*

James prepares the agendas (chairs provide input or edits); chairs lead meeting; review committee minutes (James prepares); Report on Committees at Board meetings; attend executive committee meetings.

Executive committee “restarted” when James started his tenure; but these have been huge value add

Steve talked about officer duties (outlined in slides); Ed asked about Vice-Chair and what happens if you term out and still have Immediate Past Chair service (or Chair service) remaining? Steve stated the bylaws have a provision to allow that.

Anita asked, given that Steve is such a fantastic board chair, how many hours per month; Steve stated it probably depends upon the time of year and what we are doing. Steve would have to think about that question, but what he has chosen to put into the role is not necessary for every board chair.

It would be really helpful for there to be a ballpark figure for time commitment in their different roles. Steve suggests asking board leaders about this to inform future decisions. Tresia stated that her experience is a limited amount of preparation and issues time.

Steve mentioned that all committee meetings are virtual; and all communication is not dependent on physical presence.

## **Adaptation and Resiliency in a Changing Landscape**

Mike Rode presented on the financial environment. He stated an 85% chance for recession/slowdown in the next 6 months, and a 35% chance of recession. But, the situation is “beyond fluid.” We haven’t yet seen layoffs or other hard data indicators of a recession. Measures of volatility, however, have only been this high twice in the recent past: COVID and the Great Recession. Gold and consumer staples are high; and Spain and Germany are doing well and attracting investment. Germany is spending money to help their economy, which is very rare – shows potential growth.

The S&P is down ~12%, which impacts the Center’s funds directly. Interestingly, over the last two years, the only term has been “AI,” now, that term has been absent in the past two weeks. The healthcare sector is down “only” 9%.

Valuations – Coming into 2025, valuations were very high. Historically, when they’ve been this high, the next 10 years are not good, so this pullback wasn’t entirely unexpected. Are we going into recession? We just don’t know. There is no “normal” recession.

Tariffs – These were expected under a Trump administration, but these are the highest since the 1900’s, and the rollout was not well executed. We’ve seen them go from global to US versus China. We’re probably in a stalemate for the next few months and maybe we’ll see a truce in the middle of the year.

If all of the tariffs were implemented as stated, and all costs passed to consumers, it would amount to about a 3% sales tax, or about \$3-4k per family.

Mike’s advice is “be boring” – value, quality, dividends

James then presented on the political and regulatory landscape, from a perspective of what partners have been expressing and observing. The Association of Bioethics Program Directors recently had a meeting on the impact of federal changes. The wording of this normally stoic group was surprisingly fear-based, and there was talk about “offshoring” data, building shelters for writing and ideas, and contributing to a special issue of a Canadian bioethics journal.

He also met with a former Obama appointee, Kathy Greenlee, who established the Administration on Community Living (ACL). She observed that the ACL was not only disbanded, but it was done in a way to remove the functions entirely rather than just resituate them or reduce their staff. She shared an anecdote of a federal worker needing to submit a travel approval form for a routine conference that they participated in. However, there was no superior nor anyone assigned to review and approve the form, so much work and engagement has simply halted.

Some federal workers have protections in place that guarantee them a role in the federal government. Many in this category of federal worker have been offered roles in the Indian Health Service in remote or frontier areas far away from DC or the places these individuals have put down roots. Some have suggested this is offensive to both the Indian Health Service and the federal workers.

Finally, it is difficult to align with the administration because it is moving so swiftly and with a lack of clarification on priorities.

James then recounted the Center's federal funding, which is minimal overall, and highlighted a \$10k agreement with the Mid-America Regional Council (MARC) to consult on a federal grant. Recently the non-federal awardee of the grant, who passes it down to MARC, asked them to change grant goals to eliminate anything that mentioned terms such as "equity," "justice," etc. Under law, the awarded department at MARC is to focus their service on those who are of highest social and economic risk, so removing these areas of focus is confusing.

James was concerned that capitulating to such requests is an ethical compromise, and there really isn't a basis for doing so. He also stated he is reluctant to "blame the victim" by taking an assertive stance or distancing from the work.

Board members discussed the merits of resisting illogical requests or mandates that are ethically compromised or run counter to the Center's core values. Some stories about how this is unfolding across the country and different institutions were shared, and some board members urged caution in any active resistance. James concluded by stating that the issue hasn't resolved, and he is awaiting further information from the various parties. However, it is likely in the future that these questions will arise again, and it may be wise to have a plan or thought behind how we may respond.

## Day 2

Attendance: Rob, Karen, Maggie, Raghu, Eva, Tresia, Ed, Steve, Inmaculada, Anita, Vickie, Mike

Staff: Gloria, Cassie, Ryan, Monica, Trudi, Abby, Odessa, James, Lindsey

**Note: all program slide presentations will be made available on the board book website.**

## Ethical AI

Lindsey presented a program update.

Tresia: With the focus on nonprofits, the problem is "follow the money." Are we missing deeper pockets by not presenting to for profits?

Lindsey: We have been discussing this. When we look at that pillar of business, the for profits are trying to do it alone or are not yet incentivized to do it at all.

Karen noted that nonprofit doesn't mean poor.

Steve asked if workshops and education are being provided through increased service contracts?

Lindsey: Not necessarily, but they are billing more against retained hours and are more likely to use more hours in a current period or the next. Odessa stated that the pursuit of honoraria has become more standard.

Eva wondered if speaking events included expenses? Odessa replied that it depends, but usually, yes.

We will provide a link to Lindsey's recent Journal of Hospital Ethics publication.

Karen mentioned that not focusing on tech space (product development) helps to differentiate what we are offering and not competing.

James responded to a question on the grants and hear-by dates. Two are pending and we will likely hear back by late summer on both.

Rob: On the education side, it's awareness and marketing. Have we pulled any prospects from these talks that led to a contract or service being provided?

Lindsey: Previously, no, but now is a good chance to look at it. Past examples have led to deeper engagement and intentionality around going to the next step.

Rob: We need more Ochsner's – asking questions can be an assessment that leads to interest in a service. The model of presentations – we know the content and he recommends going to opportunities that we can hook.

Raghu: Comment, not guidance, the staff are "foot soldiers." The business side, the board is charged to ensure sustainability. Sometimes, discussions are not to bring responsibility to the staff. It's a two-way street.

Ed: This is some responsibility of board members.

Tresia: She is enamored with the Ethical AI Recognition Program – recurring revenue, makes sense.

The board requested brief descriptions of services and costs to help them with external communications. Discussed packaging and that services are like professional fees.

Anita affirmed excitement about recognition program. Vickie stated that she could help Odessa and Lindsey with CEO outreach, especially if she had clear packaging of services and fees available. List of problems we can help solve, questions answered can speak to the bottom line.

Eva: What about Wellsky and Netsmart?

Lindsey: Netsmart has reached out, but they do not want to pay; Wellsky – we tried to get in the door there, but no incentive to do the hard work.

Eva noted she is presenting to product managers at Netsmart. She could use a blurb to share with them.

Anita noted a gendered piece to reluctance to pay – people think we are kind and generous. She noted a lot of personal language. Mentioning "the Center's fee," professionalizes and depersonalizes it.

Odessa: On the packaging piece, do you have interest in a continuing relationship? Two orgs have stated they want more this year, so the approach seems reasonable.

## **Ethics Services**

Ryan presented an update on Ethics Services programming.



Regarding the opportunity to consult with Centene [note, subsequent to the retreat, Centene decided to go in a different direction], the board discussed that at a certain point of healthcare journey, it can be profit motivated and sensitive. Karen mentions insurance companies want to clean up their reputation/public perception. We discussed risk and Maggie stated the Center provides ethics consultations. Anita asked if we were covered by other organizations? Ryan states, yes, and we would be by Centene too. Steve noted this is really an opportunity to have an impact at the national level.

The Board discussed the Ethics Committee Consortium and if they were receiving emails. James encouraged board members to be certain they are opening Center emails, or future emails may be filtered to junk.

Karen stated the maturity of what we do leads to a very clear understanding of “this is how you work with us.” Going back to AI, how much of this framework [ethics services] is amenable to core AI work? (separate from the Recognition Program)

Lindsey replied that she wanted to embed in a successful framework for AI. A good template in Ethics Services is the similar point of entry being education. Similar activities minus bed-side consultations. How to package sequence as a service offering is open, but we are committed to consistency in presenting the Center as a resource.

Karen stated that program leads are the face of the product, and the product is the service offering. This is what we do and this is what we charge for it.

Anita: Does the Center write the policies that are available through the ECC?

Ryan stated that we have a generalized agreement to provide, we are not sharing policies/IP from hospitals in this forum.

Ed: ECC is a place to share best practices?

Ryan replied that yes, and the hospitals don’t usually feel the need to be on the bleeding edge of change/innovation, so they like to know what has worked well.

### **African American ACP**

Gloria presented an update on the Harmon grant activity.

Tresia asked if we use Caring Conversations or LTAACP? Steve and Inmaculada wondered about a link to Gloria’s websites from the Center website?

A: No, we just have a description on our site, we do not include links.

Eva spoke about linking this effort to other communities with similar dynamics (e.g., Asian, Hispanic, etc.)

Gloria responded, yes, definitely, but she wants to address “her family” first, get that up and running, and then go to other communities.

Eva noted that during the pandemic, churches were reaching communities where others couldn’t; we can be more inclusive. Gloria agreed.

Tresia: Looked at denominational infrastructure/associations?

Gloria stated she has thought about that and knows some individuals, but not quite ready; doesn't have the right strategic plan. She is trying to avoid being the center of it all.

Raghu noted that churches and private donations do not have federal constraints.

Inmaculada wondered how many session leaders have been trained? A: 32 over the past 4 years. She also asked if there has been an evaluation of the effect? More living wills or completed directives? A: This is not in place. Inmaculada stated it is very important to be able to offer evaluative outcomes. Gloria replied that she would like to be able to do this.

Steve stated the Center has materials, and Gloria has similar materials. Gloria responded that she has an end-of-life book, and by state, there are advance directive documents that she will use. Steve noted some of these are not culturally tailored, and given that Caring Conversations is very good in his opinion, there may be opportunity for overlap. Steve mentioned our new board member, Pastor Darron Edwards, is a faith leader and influential, and that there may be a natural opportunity for an ACP pilot right here.

Inmaculada stated this pilot/data would be important for the literature, as ACP has been shown to not be that effective. If it can change the dynamic, that would be useful.

Gloria agreed and stated the only tool she has been using is her booklet, which was written in a culturally relevant way. This is why it has been successful in the marketplace, and organizations have approached her for white label versions.

Lindsey offered that we have a program coordinator who can add consistency for how we offer and collect data on an initiative. We should strive for a standard process of engagement, implementation, and evaluation.

Karen suggested that ACP through insurance, perhaps during the enrollment process may be an interesting strategy. There was previous interest at the Center in doing this, but it never seemed to have launched. Staff replied that may have been a partnership with AD Vault.

Anita wondered about the ideas presented in relation to those trained and a proposed revenue stream. How does the LTAACP booklet connect to the Center? Are trained individuals working for the Center? She is concerned this will go away.

Gloria responded that LTAACP is copyrighted and stays with her. Odessa suggested the opportunity is service to the community, as investing in a product is daunting, but thinking of ACP as a service could help broaden to additional materials and approaches.

Anita asked if facilitators are paid? Gloria responded, no, they receive a small honorarium of seventy-five to one hundred dollars most of the cost is on their end. Gloria suggested facilitation is designed to be accessible and facilitators can do the work through having a heart for it.



## Center for Practical Bioethics Finance Committee Meeting

**May 12, 2025 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:** 952 829 869

**Attendance:** Steve, Eva, Tresia, Mike, & Marc (technical issues)

**Staff:** Tom Ross, James

### Minutes

#### I. Call to Order/Welcome

Tresia Franklin, Chair

#### II. Review Financial Statements

Tom Ross and James Stowe

- March 2025 Statements (Attachments)

**Statement of Activities (Profit and Loss):** Funds released from restrictions (not having Sunderland); Endowment receipts – it is actually good to have this negative, and not drawing those funds down; this is primarily due to the Francis Chair opening; Provider Ethics Services – likely mostly timing, as well as some variations in agreements; Donations – unrestricted – this is down right now, but there is likely to be a spike of donations later in the year. This document shows a “flat budget” (e.g., that is we divided all revenue by 12 months).

Tresia: biggest news on variance is good news on the endowments and expected with Sunderland not being in.

Mike asked about Sunderland – they changed their funding strategy, so we are still awaiting release of the new strategy and to see if we are eligible to apply. If awarded, this would likely come in December, leaving an impact on the budget for most of the year. If new funding, like through Patterson Family Foundation, it would appear in this line, so it is unknown if we should make a change to the budget or just monitor (notably, this line is an indicator of what may need to be drawn from the Foley fund to make the Ethical AI team whole). The missing Sunderland amount is \$175k.

Net loss of -86k versus plan of \$77k lost, so about 10% unfavorability there.

**Statement of Position (Balance Sheet):** \$333.5k in bank accounts; some pledges and then regular services billing in receivables of \$128k. Total investments are a slight increase from the end of 2024, despite market losses in February and March.

Steve asked about liability on the Statement of Position, versus why it shows as receivables elsewhere. Tom offered an explanation of how the different amounts are displayed in the different areas of the statements, and when.

**Statement of Cash Flow:** \$86k of Net Income comes over from Statement of Activities (cash usage, a loss); Steve asked a question about investing activities – Tom spoke about the investing category – if a vehicle were purchased, that would be an increase in cash use as well as an increase in assets. If an asset is increased, the statement of cash flow treats that as using money, because the in- and outflow must always be balanced. So, this is still a good thing, even though it appears as a negative number. The largest contributor to cash in this period is the Harman grant of \$250k.

**Vote:** Recommend acceptance of the presented financial statements (March 2025) to the full Board of Directors.

*Steve moved to accept; Mike seconded; no questions nor discussion; motion carried.*

### III. In-process audit update

Tom Ross and James Stowe

- Discuss timing of convening Audit Committee

*Tom and James stated that the audit process is underway, and Supporting has provided documentation and other collaboration with McBride Lock. The audit committee will convene soon and the fieldwork date will be announced. We expect the audit to come in a bit sooner this year than last.*

### IV. 2025 Budget Changes Overview (information only)

- An updated budget overview document was produced to reflect recent changes to the 2025 budget. (Attachment)

*James shared an updated budget document that aligns with the addition of a position and a compensation increase for the CEO. This is informational only. Tresia asked if the financial statements were aligned with the numbers in the new budget. Tom responded that the financial statements do align with the updated version.*

### V. Adjourn

**Next Finance Committee Meeting:**

**Tuesday July 8\*, 2025, 8:00 AM Central | 6:00 AM Pacific | 9:00 AM Eastern**

*\*Note date shift due to holiday*



**Governance Committee Meeting**  
**Friday, April 4, 2025**  
**8 AM Central | 9 AM Eastern | 6 AM Pacific**

***Minutes***

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

Meeting ID: 952 829 8699

**Bold=In attendance**

Co-Chairs: **Karen Johnson** and **Maggie Neustadt**

Members: **Abiodun Akinwuntan, Mitzi Cardenas, Anita Ho, Eva Karp, Inmaculada de Melo-Martin**

Board Chair: **Steve Salanski**

Staff: **James Stowe**

**1. Note: February 14, 2025 Minutes accepted at most recent Board meeting**

**2. Board Member Recruitment & Orientation**

**a. Update on appointment of Pastor Darron Edwards**

*James provided vote process update and offered to help with a letter to formally acknowledge his addition.*

*Passionate, genuine, charismatic leader; very interested in the Center's work and how he can tie that into his sphere of influence. Involved in his own congregation, but well beyond in the community and region for justice and safety.*

*What efforts has he done to bridge with other backgrounds (faith-based and otherwise); he has done a lot of work bridging.*

*Will he attend the Board retreat? Probably not with international travel, but we will extend the invitation. Maybe virtually. Karen emphasized the benefit of hearing from staff.*

**b. Discuss orientation scheduling and approach**

*Steve mentioned governance committee, Chair, and James helps with orientation – but anyone else is welcome to join. We can use the orientation schedule that we have used in the past, and this can be scheduled after we formally notify Pastor Edwards of his addition to the Board.*

**c. Board Resignation: Dr. Marvia Jones**

- i. Steve to share background on federal program and funding cuts straining capacity.

*The Committee lamented the loss of Dr. Jones and expressed understanding of the strain that she and many other leaders impacted by changes in the federal government are likely under.*

*Steve noted that Dr. Jones' departure will require the Governance Committee to return to the Board characteristics matrix to help identify skills and experiences that will be necessary to add.*

*The discussion led to wanting to know more about other members' backgrounds; James responded that the Center does compile and save bios for each Board member, and those could be shared as part of the board retreat packet.*

### **3. Board Self-Evaluation & Board Retreat**

- a. Discuss Self-Evaluation Action Plan
- b. Discussion of Board Member to Board Leader session at retreat
- c. Retreat agenda preview

*The Committee discussed the fact that the Board has done a good job of evaluating and addressing areas of concern. The most recent results suggest that willingness step into leadership could be addressed. It may be that people are too busy. In that case, Maggie suggested sharing information about how the Center staff helps to carry the load of committee leadership in various ways – so, explaining what leadership roles are actually like may help. James stated he has several examples of board leadership and high engagement that may be helpful for others to hear. Steve confirmed that he believes the Center Board is very engaged, and that engagement is higher than on some other groups he has served with in the past. It was suggested that Eva and Steve could share how board service helped their careers, and likewise, how their career experience prepared them for leadership by bring a different perspective. The feeling was shared that all of the Center's board members are accomplished leaders. Maggie stated she thought this was a good area to start with and then expand from there. The Committee agreed.*

*The retreat agenda draft was reviewed, and several components were adjusted. James will finalize the agenda based upon comments and distribute along with handouts ASAP.*

**Next Meeting Friday, June 13, 2025  
8 AM Central | 9 AM Eastern | 6 AM Pacific**



## Center for Practical Bioethics Resource Development Committee Meeting

**April 2, 2025**

**8 AM Central | 9 AM Eastern | 6 AM Pacific**

**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

**Attendance:** James and Trudi (Staff); Rob; Vickie, Ed, and Steve

### Minutes

#### I. Call to Order/Welcome

Rob Ayala-Flores, Chair

#### II. Event Coordinator Update

Rob Ayala-Flores and James Stowe

A) Abby Gast-Watterson hired!

- Start date on 4/16/25

*Rob spoke about recruitment process and that Abby would bring a lot of energy and excitement to the role. He participated in 3 interviews, and any one of the individuals could have done the role well, but he thought Abby was exceptionally qualified.*

*Rob mentioned that Abby will attend the board and staff social at the retreat, as well as Saturday morning.*

#### III. Bioethics Degree Programs – sponsorships question

James Stowe

*James raised this possibility and wanted to take the temperature of the board, after programs have reached out inquiring about sponsorship.*

*Maybe develop a statement for the website saying we aren't supporting anything, just getting the word out; however, not sure we want that to be part of the website, and if the website traffic would appreciate that or not; In Vickie's experience, this isn't a lot of money, \$1,000 here or there for similar opportunities. Could we survey our constituents to see if they have interest?*

*Rob thinks it goes back to vetting, and does it go back to our long-term objectives?*

*There are better and more synergistic ways to have revenue; if anything, a job board would be more appealing to Vickie.*

*The consensus was to avoid further consideration of sponsorships of this type, at this time.*

#### IV. 2025 Fundraising Plan

Trudi Galblum

*Trudi presented the 2025 fundraising plan, noting that we'd like to have Abby review fully and provide input on the approach before it is finalized.*

*She mentioned an idea to frame donations as one hour of an ethics consultation costs \$160. Vickie asked how that may come across (what are donors really paying for?) She encouraged caution about not promising more than we deliver. James affirmed this concern as something the staff had spoken about and needing to be very clear in communications with donors/potential donors. Rob thought that donors would understand it is a general answer to "where is my money going?" He thought it may explain well what we do overall in ethics and who generally uses the Center.*

*Trudi mentioned the importance of getting James, Board members, and senior staff out and talking to major donors. The committee discussed that it would be helpful to have board members accompany us.*

*She also hopes we can find a matching donor, potentially up to \$10k. Rob asked if we had identified potential matching donors, and Trudi mentioned we have a list of major donors who we would approach first.*

*Trudi also is planning a mail and email campaign and that Sales Force will help to support this.*

*Some of the events – highlight some of the things that the Center does well – immigration, social justice, or things that need more financing around them (donations and NRP is a bit narrow); focus on a topic that people are particularly passionate about. Transplants, although fascinating, isn't something that captures the imagination of a broad swath, so maybe focusing on things by topic that people don't know that we do.*

*Think about set of content, for the year, using a combination of integrated media to make this cohesive, and have subject matter that is picked up from people searching for issues.*

*Rob thinks we should have a number of events – small, medium, and large, to get the word out, and wants to think about the campaign graphic idea (he notes this can happen later).*

*Vickie mentioned the immigration area – people are starving for ethical guidelines on how to manage those who they see in clinic who are not documented.*

*Rob also stated that prospective donors – people who look like some of our donors – modeling of the database to get an idea of priority prospects. He emphasized that we'll try different things this year, but at any event or audience, we need to let them know what we do, why, who it benefits, so please support.*

*Giving Tuesday was raised as a possibility for the Flanigan lecture. Rob stated you either participate and compete or you sit back and ask later. His preference is to stay out of the crowd, where a lot of highly resourced nonprofits will be visible.*

*Trudi had a few timing ideas for the larger fundraising event as it relates to Flanigan, including options to have it the day after the event, pushing it back until the weeks before Thanksgiving, etc. Steve mentioned that the later the date gets, the more weather becomes a concern.*

*Trudi covered a special event, possibly as early as September, 60-90 minutes, and a breakfast – something that has an accessible price to promote donating.*



*Regarding the large event being a breakfast, Rob liked the idea and thought having it on a Thursday or Friday morning would work well. Steve recently attended a breakfast event hosted by the KC Business Journal, Health Forward, and KC Health Collaborative and it seemed to work very well.*

*Rob wanted to ensure that we had a way, through QR code, to connect event participants (including Flanigan) to give. Trudi replied that we do, and it would be on event materials. Overall, Steve liked the idea of something new this year for our major event. Vickie wondered if this would be a hybrid event. The general thought is that we aren't certain about the logistics, but Abby may be able to comment on the complexities that are introduced and any capacity she may have.*

*The need to identify the Vision to Action awardee soon was mentioned as that can help build momentum and attendance at the event.*

**V. Logo Update**

Rob Ayala-Flores

*Rob presented the logo, and the process of developing and choosing the final logo.*

*Steve wondered if we would ask for input at the Board Retreat, and Rob stated that a logo is subjective, and we want to avoid making a logo decision by committee.*

*We want to start using the logo in May, after showing it to the Board in April. There is a rationale for this. The Resource Development Committee is not opposed to the logo. Steve doesn't think we need to present logo options to the Board but describe the process by which the logo was developed, shared, and then displayed to Resource Development Committee.*

*The Committee has looked at the final product and feels comfortable presenting this to the full Board.*

**V. Adjourn**

**Next Committee Meeting: June 4, 2025 (8:00 AM, Central)**

[Insert new logo]

Approved: \_\_\_\_\_, 2025

**2025-2026 (May 2025 – April 2026)**

### **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.

Although the cornerstone goals and objectives are specific to programs and initiatives, and their respective staff leaders, the CEO holds final accountability for all. Therefore, the other program areas are included, and a special emphasis is added to the core capacities and administrative strengths that 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

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

#### **Objectives**

- 1.1 Serve as a strong collaborative partner with local universities, specifically the three medical schools.
  - 1.1.1 Maintain and/or strengthen relationship with KUMC, with attention to a transitional plan for 2025 following Dr. Rosell's retirement
  - 1.1.2 Continue the partnership with KCU, with continued emphasis on teaching and mentorship of students both in the COM and Masters in Bioethics programs.
  - 1.1.3 Establish collaboration with UMKC and create opportunities to work together.
- 1.2 By March 31, 2026, add and retain partner organizations to add \$50,000 in new revenue through ethics services agreements.
  - 1.2.1 By March 31, 2026, strategically evaluate partner demand and complexity of referrals to add personnel for ethics services, supported by new earned revenue.
  - 1.2.2 Through 2025 and beyond, achieve high customer satisfaction and develop ethical competencies with affiliated organizations.
- 1.3 Continue to demonstrate mentoring of young people into bioethics vocations by means of one or several internships, providing opportunities for shadowing, and intentional generativity.

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

### Objectives

#### 2.1 **Education and Training:** CPB Provides Ethical AI education to increase awareness and knowledge of ethical considerations of AI in healthcare and to facilitate the creation of governance structures across organizations.

- 2.1.1 In 2025, CPB will increase community engagement by providing more education to healthcare organizations, developers, and the community.

**Milestones:**

*In 2025, CPB Ethical AI Project Team will provide 10 presentations to the community about the work of the Ethical AI Initiative.*

*In 2025, CPB Ethical AI Project Team will provide 1 Ethical AI workshop to a healthcare organization.*

*In 2025, CPB Ethical AI Project Team will provide 1 Ethical AI Workshop with healthcare IT leaders.*

#### 2.2 **Executive Level Support at Healthcare Organizations:** CPB Advises and consults on enterprise level decisions for the development, procurement, implementation, and use of AI.

- 2.2.1 In 2025, CPB will provide consultation to executive leaders in healthcare organizations through an Ethical AI consortium model to create Ethical AI policies and procedures across their organization.

**Milestones:**

*In 2025, CPB Ethical AI Project Team will co-develop Ethical AI value statements and governance structures for 1 healthcare organization.*

#### 2.3 **Process Improvement Tools:** CPB creates procedural recommendations to healthcare organizations using AI.

- 2.3.1 In 2025, CPB Ethical AI Project Team will develop recommended practices and procedures to assist healthcare organizations in purchasing AI tools.

**Milestones:**

*In 2025, CPB Ethical AI Project Team will pilot an AI readiness tool, in collaboration with UMKC, in rural healthcare organizations.*

**2.4 Ethical AI Recognition Program:** CPB recognizes healthcare organizations for their actions to ensure ethical AI practices across their organization.

2.4.1 In 2025, CPB Ethical AI Project Team will create a recognition program framework for ethical AI in healthcare.

**Milestones:**

*In 2025, the Ethical AI Project Team and advisory workgroup will create recognition criteria, principles, and processes.*

**2.5 Ethical AI Revenue Generation:** CPB builds a stable and diverse revenue portfolio across service offerings and programs.

2.5.1 In 2025, CPB Ethical AI Project team will continue to orient programs and work to earn long-term revenue and philanthropic support.

**Milestones:**

*By March 1, 2025, the Ethical AI Project Team will standardize honorarium amounts for different types of community engagements and partnerships.*

*By March 1, 2025, the Ethical AI Project Team will create a community engagement tool that measures satisfaction and collects interest for future engagements.*

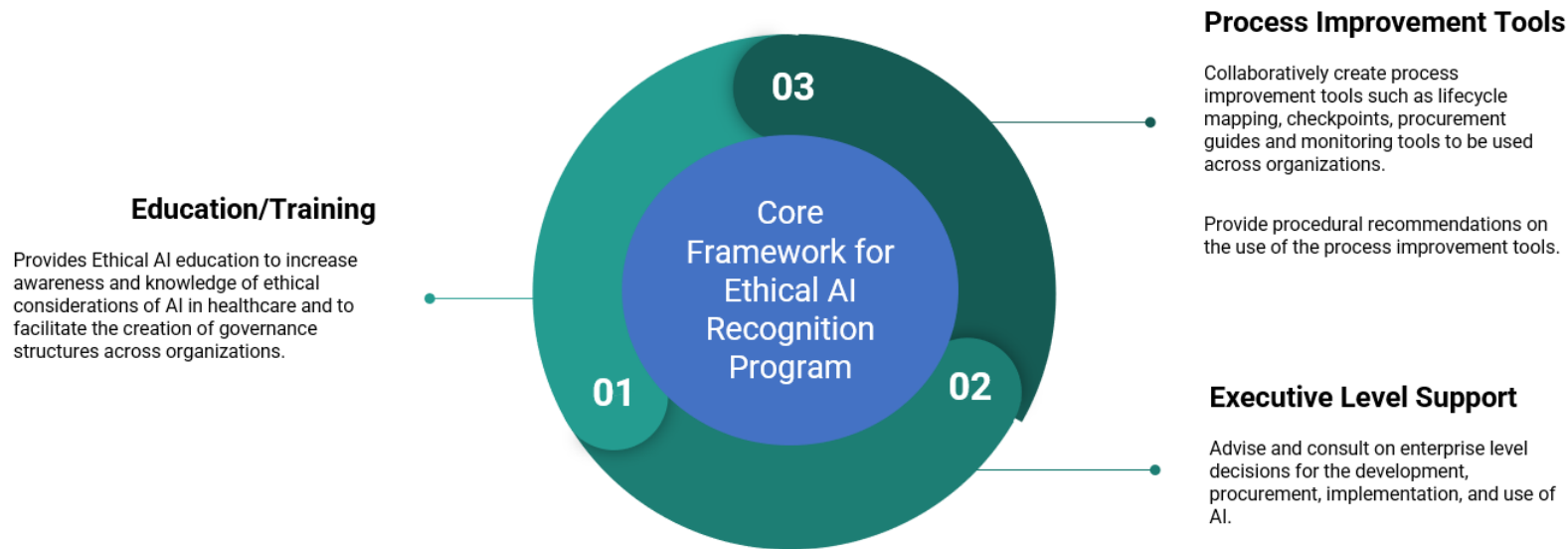
*By October 1, 2025, The Ethical AI Project Team will define fees for participation in the Ethical AI Recognition Program and work with partners to test receptivity and relationship to other service offerings.*

*By April 1, 2026, the Ethical AI Project Team will add \$50,000 in new revenue through ethics services agreements.*

*By April 30, 2026, the Ethical AI Project Team will maintain a substantial press to engage prospect partners (e.g., grants, collaborator organizations, and entities to purchase services), by meeting with at least one new prospect every month.*

**FUTURE DIRECTION:** CORE FRAMEWORK FOR ETHICAL AI RECOGNITION FRAMEWORK AS AN EXTENSION OF CURRENT ETHICAL AI INITIATIVE SERVICES.

## Ethical AI Initiative Services: Value across the AI lifecycle



### **3 Goal: African American Care Goal Conversations and Advance Care Planning**

**Overall Goal:** Focus on culturally respectful care goal conversations and transforming the systems where they take place to improve equitable end-of-life and advance care planning for African American communities.

**Strategic Goal 1:** To support African American communities in guiding when and how care goal discussions happen, ensuring their decisions are fully respected and implemented.

#### **3.1.1 Objective 1.1: Establish an advisory board.**

**Action Steps:** We will form an advisory board to guide the integration of care goal conversations in African American communities. We plan to recruit experts in healthcare equity and cultural competency, along with community members, to serve for a 1-2 year term starting in January 2025.

#### **Objective 1.2: Enhance the effectiveness of the "Let's Talk About ACP" program by simplifying and automating workflows.**

**Action Steps:** We will conduct a detailed review of the "Let's Talk About ACP" program to improve workflow and identify automation tools to boost efficiency. This will streamline new facilitator onboarding, training, and support while reducing manual administrative tasks. The review will be completed by February 2025, with technology tools developed and implemented by June 2025. The improvements will be fully operational and evaluated for effectiveness by September 2025.

**Strategic Goal 2:** To explore equitable, care-focused curricula for healthcare providers.

#### **Objective 2.1: Facilitate transformative change in healthcare ecosystems**

**Action Steps:** We will identify at least two major challenges in healthcare systems and develop communication strategies to address them by August 2025. We expect that, for example, health equity may be advanced through improved care goal communication and integration of community voice and collaboration with healthcare systems.

#### **Objective 2.2: Offer health equity communication training to healthcare workers in underserved communities.**

**Action Steps:** If confirmed by our information gathering process, we will explore care goal communication curricula and potential partnerships to assess the viability of offering a new service for healthcare professionals working with underserved populations. Our goal is to complete information gathering by September 2025. A curriculum focused on equitable care is likely to help reduce healthcare disparities and better meet the diverse needs of underserved communities.

### **Objective 2.3: Build strategic partnerships for the equitable care curriculum.**

**Action Steps:** We will seek strategic partnerships with key organizations like aging services organizations, universities, and national advocacy groups (e.g., Area Agencies on Aging, Baylor University, AARP, etc.) to collaborate on developing an equitable care-focused curriculum for healthcare systems. These partnerships will provide the resources, expertise, and networks needed to expand our program's impact and promote equitable healthcare practices. Our goal is to secure at least three partnerships with at least one formal agreement by the 4th quarter of 2025, aiming to launch the initiative in 2026.

### **Strategic Goal 3: To Explore and Secure Diverse Funding Streams**

#### **Objective 3.1 Find and secure diverse funding sources to ensure the project's long-term financial stability and growth.**

**Action Steps:** We will secure various revenue sources to ensure the project's financial stability. Working with the advisory board, financial experts, and healthcare partners, we will develop affordable pricing strategies. Additionally, we will explore hiring grant writers, or forming an internal team, to identify and submit appropriate grant proposals, aiming to submit at least one proposal by 2026 (Year 2).



## **4 Goal: Build core capacity for sustainability and growth.**

### **Objectives**

- 4.1 **PRIMARY: While maintaining the Center's core values, aggressively build a diversified revenue structure and stable financial outlook.**
  - 4.1.1 In current fiscal year, raise at least \$500,000 in philanthropic funds annually (e.g., \$250,000 in unrestricted funds through events; \$300,000 in development income, including unrestricted grants, donations, and major gifts)
  - 4.1.2 In current fiscal year, secure at least \$175,000 in program grants, with a special emphasis on securing new strategic partnerships, entering new markets or market types, and plotting stages from grant activities to program and service revenue.
  - 4.1.3 In current fiscal year, increase earned income by \$50,000 over 2025 budget (from \$290,375 to \$341,000), and plot achievable growth for 2026 and beyond.
- 4.2 Maintain engagement and dissemination, as measured by media stories, social media engagement, and website traffic commensurate with historic measures.
- 4.3 Continue resources to support professional development of staff (e.g., professional membership and conference attendance) for the 2026 budget.
- 4.4 For 2026 implementation, continue to evaluate policies and procedures to foster a warm and welcoming culture that attracts and retains diverse, quality staff (e.g., Employee Handbook revision).
- 4.5 By Q1 of 2026, leverage new customer relationship management platform to build a core body of data that informs customer service, gaps and strengths in internal capacity, and helps to steer resource allocation.
  - 4.5.1 Continue excellent stewardship of resources entrusted to us, such as enhanced internal controls, revenue forecasting, dashboard reporting, and clean audits.
  - 4.5.2 Drive continued integration through data systems and management, administrative and support roles and responsibilities, and unified approaches to customer service and revenue acquisition (e.g., platform acquisition/implementation, standard operating procedures, and staff role delineation).

## **CEO-Specific Goal and Objectives**

### **5 Goal: To provide strategic leadership, inspiring communication, management of a high-performing team, maintenance of strong finances, and development of effective partnerships.**

#### **Objectives**

- 5.1 As opportunities and resources emerge, participate in, or create, local, regional (state), or national partnerships that align with the Center's mission and capacity.
- 5.2 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.
- 5.3 Create an organizational disposition that advances diversity, equity, and inclusion in all activities and procedures.
- 5.4 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.
- 5.5 Annually, develop and manage a budget that aligns with the goals and objectives and maintains financial stability.
- 5.6 Continually maintain clear communication with the Board of Directors, maintain sensitivity to their guidance and oversight, and receive appropriate authorization for all actions.

# Proposed Updated Strategic Plan: April 2025

## LTAACP Harman Project

### Revitalizing Advance Care Planning Through Community Empowerment and Sustainable Infrastructure

#### Vision:

To grow and sustain the LTAACP initiative as a community-rooted, data-informed, and impact-driven model that equips underserved communities with culturally relevant tools for advance care planning.

#### Phase 1: Strategic Alignment (April–May 2025)

##### Goals:

- Align on roles, responsibilities, and program direction.
- Set up a strong foundation for community-based sessions and data collection.

##### *The Center Will:*

- Provide administrative and strategic expertise to support LTAACP restructuring.
- Review and evaluate existing program elements (curriculum, surveys, outcomes).
- Support the design of an improved evaluation and data-collection system.
- Offer insight into turning LTAACP into a potential service offering or center-based initiative.

##### *Gloria Will:*

- .☒ Clarify her vision for LTAACP's community impact and sustainability. *(See above and throughout this document)*
- .☒ Provide a flowchart of current workshop process for evaluation and possible revision. *(See below)*
- Partner with The Center to explore possible restructuring of the current model.

- Collaborate on revised evaluation tools and outline workshop logistics.
- Begin identifying and prepping session leaders for community roll-out.

***Joint Actions:***

- Finalize session structure and materials for community workshops.
- Begin outlining a framework for program sustainability (community ownership, licensing, etc.).
- Schedule an in-depth planning meeting (first week of May).

**Phase 2: Community Activation (June–December 2025)**

**Goals:**

- Deliver workshops across selected communities.
- Launch enhanced data collection to measure impact and inform future strategy.

***The Center Will:***

- Support automation and infrastructure improvements (e.g., data dashboards, evaluation tools).
- Assist with workshop marketing and engagement strategies.
- Explore consultant support to minimize dependence on Gloria.

***Gloria Will:***

- Launch workshops starting in June with community leaders.
- Pilot new evaluation tools in live sessions.
- Collect stories and testimonials to supplement quantitative data.

***Joint Actions:***

- Evaluate the effectiveness of revised surveys (pre, post, longitudinal).
  - Identify additional workshop leads and provide training/support.
  - Begin documenting lessons learned and potential publication or community service transition options.
- 

**Phase 3: Sustainability & Legacy (2026)****Goals:**

- Position the LTAACP model for continued use beyond the grant cycle.
- Transition ownership, data, and/or program components to community or Center-based pathways.

***The Center Will:***

- Analyze 12+ months of data to assess impact.
- Determine viability of LTAACP as a Center service or community-owned program.
- Co-write grant proposals for ongoing funding streams using quantitative and qualitative data that highlights success, learnings and feasibility.

***Gloria Will:***

- Reflect on her vision for legacy: data licensing, co-authorship, community gifting.
- Support transfer of knowledge to new leaders or partner organizations.

***Joint Actions:***


- Design a transition model (community-based, Center-run, or hybrid).
- Package data, outcomes, and resources to inform future efforts.


- Host a final retreat or convening to share outcomes and chart next steps.

---

## Key Priorities:

1. **Sessions Begin in June:** Plan April–May, launch in June–December 2025.
2. **Data Collection Upgrade:** Replace or enhance surveys for actionable data.
3. **Identify & Train Leaders:** Expand the pool of session facilitators.
4. **Minimize Over-Reliance on Gloria:** Consider automation or personnel support (stipends for Lead Facilitators to do the workshops in community).
5. **Explore Future Ownership Models:** Plan for post-grant transition.

. **TO DO:** Create a flowchart/funnel for the specific steps to prepare, promote, and lead a 90 minute advance care planning educational workshop event from a facilitator/host perspective. What do they need to consider first, second, etc? What do they need to know? The workshop consists of two interactive small group activities, four large group activities, prizes, & certificates of completion awarded to participants at the end of the workshop, light refreshments, and workbooks. It begins with a Pre survey and ends with a Post survey for participants to give their feedback and to determine what, if any, change in behavior has occurred. Provide team with a flowchart that reflects all of these factors.

. **Step-by-step Outline** for facilitators/hosts to prepare, promote, and lead a 90-minute Advance Care Planning (ACP) Educational Workshop, incorporating all previously mentioned elements:

## Facilitator/Host Flow of Steps for a 90-Minute ACP Workshop

### I. PREPARATION PHASE (4–6 weeks in advance)

1. **Clarify Workshop Goals**
  - Educate participants about Advance Care Planning
  - Encourage meaningful conversations and planning
  - Collect data on knowledge and behavior change (via surveys)

## **2. Secure Venue**

- Ensure the space is accessible, has seating for group work, and space for refreshments
- Confirm audio/visual needs (projector, microphone if needed)

## **3. Identify and Confirm Facilitators/Co-Hosts**

- At least one lead facilitator and one support person
- Brief facilitators on workshop structure, timing, and group dynamics

## **4. Develop or Prepare Workshop Materials**

- Interactive small group activities (x2)
- Large group activities (x4)
- Workbooks for each participant
- Prizes (gift cards, books, small giveaways)
- Certificates of Completion
- Pre- and Post-Surveys
- Sign-in sheets

## **5. Promote the Event**

- Create digital and printed flyers
- Share on community boards, social media, email lists, local partners
- Offer RSVP or registration link to estimate attendance

## **6. Refreshments**

- Plan light snacks and drinks
- Arrange catering or volunteer prep

## **II. WORKSHOP EXECUTION (Day of Event)**

### **1. Set Up (1–2 hours before)**

- Arrange seating for small and large group activities
- Place materials: name tags, workbooks, pens, surveys
- Set up prize table, refreshment table, sign-in area

### **2. Welcome and Opening (10 minutes)**

- Greet participants, collect sign-ins
- Introduce facilitators, purpose of the workshop
- Explain agenda and housekeeping

### **3. Pre-Survey Distribution (5 minutes)**

- Ensure all participants complete the Pre-Survey
- Emphasize honesty and confidentiality

### **4. Small Group Introductory Activity #1 (10 minutes)**

- Engage participants in a warm-up or reflective activity to spark interest

### **5. Small Group Activity #2 Personal Beliefs and Values (15 minutes)**

- Interactive exercise to explore values, myths, or misconceptions about ACP
- Facilitator rotates or checks in with each group

### **6. Large Group Debrief (5 minutes)**

- Share insights from small groups with the larger room

### **7. Large Group Activity #3 (ACP Care Options- Fill in the Blank) (15 minutes)**

- Interactive “Fill in the Blank” responses



**8. Large Group Activity #4 (ACP Document-P.L.A.N. Review) (10 minutes)**

- Creative or inspirational wrap-up (e.g., hope wall, one-word takeaway)

**9. Large Group Activity #5 (What's Important to Me about ACP) (10 minutes)**

- Invite reflections, testimonies, and questions from participants

**10. Large Group Activity # 6 (ACP Checklist)**

**11. Large Group Activity #7 (Ways to Start the ACP Conversation) (5 minutes)**

**12. Post-Survey Completion (5 minutes)**

- Distribute and collect post-surveys (Use QR Code on PPT or Video Presentation)
- Encourage honest feedback on what they learned or plan to do
- 
- Creative or inspirational wrap-up ( one-word takeaway)

**13. Distribute Certificates & Prizes (5 minutes)**

- Celebrate participation; Take photos
- Recognize those who were most engaged or answered Activity #3)

**14. Closing Remarks & Prayer (5 minutes)**

- Thank participants
- Share next steps (e.g., follow-up resources, future events)

**III. FOLLOW-UP PHASE (1–2 weeks after)**

**1. Survey Data Entry & Evaluation**

- Collect and analyze pre- and post-survey results
- Assess behavior change or knowledge shift

## **2. Debrief with Team**

- What worked well?
- What could be improved?
- Document lessons learned

## **3. Send Thank-Yous & Resources**

- Email thank-you note with additional resources, next event info
- Optional follow-up check-in (30/60/90 days)

## **4. Update Records**

- Track attendance, survey results, geographic reach
- Use data for grant reporting or sustainability planning