Maine Health Access Foundation
Board of Trustees Meeting Minutes
June 6, 2019
Maine Historical Society, Portland

Trustees Present: Roy Hitchings (Chair); Dr. Connie Adler, Deborah Deatrick, Dennis King, Dr. Michael Lambke, Barbara Leonard (ex-officio), Edward Miller, Bruce Nickerson (via phone), Susan Roche, Catherine Ryder, Clarissa Sabattis, Toho Soma, Shirl Weaver
Trustees Absent: Nancy Fritz, Tony Marple
Staff Present: Margo Beland, Charles Dwyer, Holly Irish, Ruta Kadonoff, Dani Kalian (recorder), Cathy Luce, Jeb Murphy, Frank Martinez Nocito

Welcome

Chair Roy Hitchings called the meeting to order at 1:15 p.m., welcomed those present, and introductions were made.

Consent Agenda

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

- President’s report
- Board Resolution for Check Signing Authority
- April 11, 2019, Joint Board & CAC meeting minutes
- April Treasurer’s report
- Financial dashboard as of April 30, 2019

Strategic Planning Committee –
Ms. Deborah Deatrick (Chair), Ms. Cathy Luce (Director of Grants Management), Ms. Ruta Kadonoff (Senior Program Officer), Mr. Charles Dwyer (Program Officer)

Concept Memo for Community Responsive Grants Program Pilot: For the benefit of new Trustees, Senior Program Officer Ruta Kadonoff explained the concept memo development process. She noted that concept memos reflect the strategic framework, they are drafted by staff, reviewed by the Strategic Planning Committee (SPC) and Board for feedback, and then the revised concept memo is presented to both the SPC and then to the Board for approval. Once the concept memo is approved, program elements such as RFPs, Foundation-Initiated grants, and/or contracts are developed and released.

SPC Chair Deb Deatrick shared that the Board and CAC reviewed an initial draft of the Community Responsive Grants concept memo at the April 11 joint meeting, affirming the importance of the work and providing recommendations and suggested clarifications. At its May 15 meeting, the SPC further discussed the concept memo, which had been updated based on the feedback provided at the April 11 meeting.

The updated concept memo proposes a pilot of a new MeHAF competitive grants program to fund community-based organizations in Maine that seek to address issues that align with MeHAF’s priorities. It is designed for organizations to propose their best ideas to achieve impact within one or more of MeHAF’s strategies, and to advance health equity. If the pilot is successful, the Community Responsive Grants Program will be open on an annual basis. Opportunities for multi-year funding may also be available in the future.
Director of Grants Management Cathy Luce noted that this pilot offers MeHAF the opportunity to get to know organizations with which MeHAF has not worked in the past and to learn how their specific communities can benefit from our support. These one year grants can be for either planning or implementation. We will develop a broad communication and engagement process in order to spread the word about this opportunity throughout the state.

After further discussion, it was MOVED, SECONDED (Adler/Ryder), and VOTED UNANIMOUSLY to approve the Community Responsive Grants Program Concept Memo, which allocates a total of up to $400,000 in funding for grants, technical assistance, and evaluation in 2019 and 2020, as recommended by the Strategic Planning Committee.

Concept Memo for Health Workforce Innovations:

Declaration of Conflicts of Interest – Program Officer Charles Dwyer announced the names of the organizations that will be asked to submit Foundation-Initiated grant applications for this program and inquired if any Trustees had a conflict of interest with any of them. No conflicts of interest were declared.

SPC Chair Deb Deatrick provided background on the development of the Health Workforce concept memo noting that it is a program to advance elements of MeHAF’s efforts related to health workforce, consistent with the strategic framework and MeHAF’s focus on equity. Program Officer Charles Dwyer noted that the goal of the pilot phase of work is to explore and leverage promising programs and practices to inform future opportunities for MeHAF funding. It includes enhancing efforts of key organizations around the state, with an intentional focus on “community derived workers” as a means to both bring about more rapid change, and to support our work in rural health and advancing equity. The concept memo focuses on activities that will support promising opportunities and re-energize work by state government while also helping MeHAF learn more to identify what tactics we need to take in the future. It is expected that Foundation-Initiated grants will be made during the third quarter of 2019. The SPC reviewed the concept memo at its May 15 meeting recommends Board approval.

PO Dwyer reviewed the anticipated work of the four organizations that will be asked to submit applications for a Foundation-Initiated grant and highlighted how these proposed grants will benefit their communities. The organizations include: New Mainer Resource Center; Portland Recovery Community Center; Maine Mobile Health Program; and State of Maine Office of Emergency Medical Services.

It was MOVED, SECONDED (Adler/Weaver), and VOTED UNANIMOUSLY to approve the Health Workforce Innovations Concept Memo, which allocates a total of up to $125,000 in funding for a one year period from 2019 to 2020 to explore promising approaches to expand health workforce, as recommended by the Strategic Planning Committee.

Grants Committee – Mr. Dennis King (Chair), Ms. Ruta Kadonoff (Senior Program Officer), and Mr. Jeb Murphy (Communications Associate)

2018 Annual Program Report: Senior Program Officer Ruta Kadonoff presented the Annual Program Report which provides an overview of program activities undertaken in 2018, including grants, contracts, non-grant-related work by program staff, and internal operations. The report was compiled through the collective work of program staff, with Communications Associate Jeb Murphy leading and coordinating the effort.

CA Murphy highlighted changes in our approach to the presentation of information this year in an effort to streamline the document to make it more readable, while highlighting the most important
and relevant information about our program activities. The Grants Committee reviewed the report at its June 3 meeting to consider progress related to grants and programs and to reflect on common themes and lessons from our programs to inform MeHAF’s work moving forward.

Trustees shared the following thoughts, observations, and questions:

- There was overall appreciation for the new, easier to read, streamlined format of the report which was more compelling to read.
- There was concern about who writes the ‘Highlights and Achievements’ and ‘Lessons Learned’ sections and if grantees see these sections before the report is finalized, noting that there are some less than positive comments about some of the grantees’ work. Staff noted that it does the writing of these sections and that program officers and grantees discuss these details during regular check-in meetings. It was also noted that this is an internal report and in the rare instances that it is shared, staff reviews and redacts sensitive information.
- Trustees noted that they like the inclusion of maps. It was suggested to represent coverage area according to where the work is being done rather than just the location of the grantee as this would provide a more appropriate coverage representation. CA Murphy noted that the coverage areas can be shown by county/state coverage rather than the actual location of the grantee.
- There was concern for how applications for Foundation-Initiated grants are sought noting that there are many organizations in rural areas that may not be on MeHAF's radar, but which would greatly benefit from these opportunities. Staff recognized that it is important for staff to keep lines of communication open throughout Maine and to seek diverse channels for Foundation-Initiated application opportunities.
- Since this information is not presented until halfway through the year, it was suggested to add a brief six-month update to reflect current year activities.

Committee Update:

Health Equity Capacity Building Slate – Grants Committee Chair King provided an overview of the Health Equity Capacity-Building grants program and review process noting that a 15-person review team was convened on April 17 which consisted of MeHAF staff and a diverse group of community leaders from each of the priority communities. The Grants Committee approved the recommended grantee slate at its May 6 meeting and it was shared with Trustees.

Finance Committee – Mr. Bruce Nickerson (Treasurer and Committee Chair) and Ms. Barbara Leonard (CEO)

Update from Finance Committee Regarding Strategies to Enhance Endowment Returns:
Treasurer Bruce Nickerson and CEO Leonard reminded Trustees that they and CAC members had spent a portion of their time at the April annual meeting delving into a discussion of ways that MeHAF might consider enhancing the endowment, with options including making investments in private equity and/or increasing the proportion of MeHAF’s endowment allocated to public equity. High-level themes from this discussion were shared with the Finance Committee at its May 9 meeting and were included in a memo in the Board packet.

The Committee reviewed the themes and questions, had further discussions with investment advisors Prime Buchholz, and ultimately decided that they do not recommend moving into private equity at this time. Rather, it will explore the potential for reallocation within existing investment categories. The Committee acknowledges that this may not result in the greatest possible potential returns, but it focused on seeking increased mission alignment with investments and also underscored the importance of not tying the hands of future Finance Committee members. Some of the other considerations included transparency of our investments, administrative burden on staff, and the
potential that private equity will not outperform in the future to the level it has recently, given the
current rush to this asset class.

The Committee plans to look at a variety of options relative to reallocating within the existing types
and categories of public investment vehicles, and a subgroup of the Committee will develop a set of
requests for modeling of investment strategies from Prime Buchholz that will be reviewed at the
August meeting. The Committee also delved into the social aspect of the investment policy noting
that there is strong interest in moving MeHAF forward with environmental, social, and governance
investing along with other social screens.

There was overall agreement from the Trustees for this proposed approach. Treasurer Nickerson and
the Finance Committee were thanked for all of their efforts educating the Board and the Community
Advisory Committee on the private equity options available and for the informed process that was
undertaken to reach this decision.

The Ad Hoc Public Equity Sub-Committee will identify ways to reallocate current public investments
and will report back to the Finance Committee at its August meeting. Based on these decisions, the
Finance Committee will work to update MeHAF's Investment Policy Statement which is typically
updated every two years, but which hasn't been updated since 2016. The Committee decided to wait
to update the policy until the private equity discussion was completed, and will move forward once
the information gathered by the Public Equity Sub-Committee is considered.

**Governance Committee – Mr. Toho Soma (Chair) and Ms. Barbara Leonard (CEO)**

Board and CAC Recruitment for 2020: Governance Committee Chair Toho Soma noted that the
Committee is currently planning for 2020 recruitment needs. To date, it appears it will need to
recruit two-three new Trustees (Fritz and Weaver are terming off; Probert stepped down earlier this
year) and three-five new Community Advisory Committee members (Gahagan and Gartmayer-
DeYoung will be terming off).

At its May 21 meeting, the Governance Committee reviewed the Board Demographics and
Experience Grid to identify areas of gap in Trustee representation. The goal of recruitment is to
identify candidates with demographic and geographic diversity, the key skills to serve on a nonprofit
board, experience in roles ranging from front line staff to organizational leaders, individuals who can
provide advice from personal experience, and who support our efforts to increase equity. Trustees
were asked to update their individual entries as needed and return to staff. Trustees were also asked
to consider nominating individuals to be included on the recruitment master list that the Committee
will use for the next round of recruitment. The Committee identified the following priority skills and
attributes for 2020 recruitment which were discussed by the full Board:

- Representation from Hancock, Kennebec, Somerset, Waldo, Washington, and York
  counties
- Under 40
- LGBTQ
- Disability
- Race/Ethnicity diversity
- Oral Health expertise
- Financial/business administration or accounting*
- Management/oversight of endowments or investment pools*
- Experience owning or running a small business
- Attorney/legal experience

*These characteristics are sought to enable recruitment of individual(s) to serve on the Finance Committee.
Trustees suggested that the category for ‘veteran or family member of veteran’ should be added to the grid, for several reasons. Maine has one of the highest proportions of veterans in the population in the country. Veterans are at high risk for chronic conditions including mental illness and substance use disorder, as well as suicide.

High-Level Themes from Renewing Trustee Self-Assessments: CEO Leonard noted that renewing Trustees are asked to complete a self-assessment where they rate their performance on the core functions of being a Trustee. The goal of the assessment is to identify ways that MeHAF can meet Trustee expectations, most effectively tap their expertise, and improve the overall operation of the Board. Trustees Deatrick and Ryder completed their self-assessments and Ms. Leonard met with them individually to discuss. Highlights of the themes identified were in line with the work of the Community Responsive Grant program as well as continuing to bring voices to the table of people who experience barriers to health and health care.

Staff Updates – Ms. Barbara Leonard (CEO) and Ms. Ruta Kadonoff (Senior Program Officer)

Funding partnerships with the Robert Wood Johnson Foundation and the Rx Foundation – Senior Program Officer Ruta Kadonoff reported on an opportunity that has been presented by the Rx Foundation (Massachusetts) which is committed to creating a prescription for better health. They are interested in making a contribution within states which are expanding Medicaid and are working on health equity issues. They would like to work with MeHAF's advocacy grantees and provide up to $129,000 in additional funding that will support enhanced technical assistance around communication plans. The proposal was submitted to them last week and a response is expected by the end of June. It was noted that these funds will not count towards MeHAF's 5% payout, but will rather be handled as pass-through funding that will go directly to the grantees.

Robert Wood Johnson Foundation/Maine DHHS – CEO Leonard shared that she continues to meet with staff from Maine DHHS and RWJF in order to firm up the details of MeHAF's application to RWJF that will support implementation of Medicaid expansion and improve the quality and effectiveness of the program. She noted that RWJF wishes to partner with MeHAF in this collaboration as we are a state-based foundation which has closer ties to the administration than nationally-based RWJF. MeHAF will be given the opportunity to apply for up to $750,000 to support MaineCare expansion activities. It is anticipated that the state will then be able to leverage this support to draw down federal match for eligible activities within the MaineCare program.

There was concern from Trustees about the amount of staff time required to oversee this work and it was suggested that an administrative fee for MeHAF be built into the grant. It was asked if RWJF is doing this work in other states. CEO Leonard noted that she will find out this information.

Presentation on recommendations for personnel and recruitment – CEO Leonard reminded Trustees that Director of Grants Management Cathy Luce will be leaving MeHAF in August. Staff is currently developing a plan that will see grants management roles divided between Program and Communications Assistant Holly Irish and Finance Manager Margo Beland. As these new roles develop, staff may consider adding a new administrative support position in the future.

We will post the open program officer position in early July. Staff is working with OpenSource Leadership Solutions to align the position description, advertising text, and screening tools with our equity work.

Update on MeHAF Equity Culture Audit – Our equity culture audit work continues with consultants from OpenSource Leadership Solutions. They are conducting interviews with Board, CAC members, partners, consultants, and staff to discuss MeHAF's culture and to determine what
needs to be addressed relative to equity. Highlights of these interviews will be shared at the August Board meeting and the final recommendations will be presented at the October Joint Board and CAC meeting.

New Business

Grantmakers In Health – CEO Leonard noted that a MeHAF contingent will be attending the GIH annual conference next week in Seattle. SPO Kadonoff and PO Dwyer will be presenting a session with Susan Foster and David Wihry. Ms. Leonard will present at a pre-session focusing on board and staff governance. Also attending will be Trustee Connie Adler, CAC members Ann Gahagan and Gloria Aponte Clarke, and PO Martinez Nocito.

Grantwriting Support for Maine DHHS – CEO Leonard noted that MeHAF has offered up to $25,000 to support the work of grant writing consultants to work with DHHS. To date, this support has yielded $22M worth of grant applications being written.

Kennebec Behavioral Health Award – MeHAF has been selected to receive an award from Kennebec Behavioral Health. The award will be given at the same time as the GIH conference, so Chair Hitchings will accept the award on behalf of MeHAF.

Trustee Check-In and Meeting Evaluation – Mr. Roy Hitchings (Chair)

Trustees moved into Executive Session at 3:53 to gather feedback about the meeting process, solicit suggestions for improvement, or other issues of concern. At 3:59 pm, Trustees left Executive Session.

Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, August 8, 2019, at the MeHAF office in Augusta.

Adjournment

The meeting adjourned at 4:00 pm.

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