Maine Health Access Foundation
Joint Meeting of the Board of Trustees and Community Advisory Committee
April 11, 2019
Maple Hill Farm, Hallowell

Trustees Present:  Roy Hitchings (Chair); Dr. Connie Adler, Nancy Fritz, Dennis King, Barbara Leonard (ex-officio), Tony Marple, Edward Miller, Bruce Nickerson, Susan Roche, Catherine Ryder, Lisa Sockabasin, Toho Soma, Shirl Weaver
Trustees Absent:  Deborah Deatrick, Dr. Ted Sussman
CAC Members Present:  Dennis Fitzgibbons (Chair); Tom Bartol, Jacqui Clark, Gloria Aponte Clarke, Norma Desjardins, Gia Drew, Ann Gahagan, Tracey Hair, Elizabeth Neptune, Abdulkerim Said, Skip White
CAC Members Absent: Kate Brogan, Deqa Dhalac, Elsie Flemings, Holly Gartmayer-DeYoung, Philip Heywood
Guests Present:  Cassandra Binette (Prime Buchholz), George Hill (Maine Family Planning), Robert Kieffer (CAC Candidate), Michael Lambke (Trustee Candidate), Jeanne Lambrew (DHHIS Commissioner), Anne Lang (City of Portland), Fowsia Musse (CAC Candidate), Jessica Oakes (CAC Candidate), Clarissa Sabattis (Trustee Candidate)
Staff Present:  Margo Beland, Charles Dwyer, Jake Grindle, Holly Irish, Ruta Kadonoff, Dani Kalian (recorder), Cathy Luce, Jeb Murphy, Frank Martinez Nocito

Welcome

Chair Roy Hitchings called the meeting to order at 11:37 a.m., welcomed those present, and introductions were made.

Board 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
- February 14, 2019, Board meeting minutes
- February Treasurer’s report
- February Finance Dashboard

Community Advisory Committee Consent Agenda

CAC Chair Dennis Fitzgibbons asked if any items on the consent agenda required discussion. Hearing none, it was MOVED, SECONDED (Hair/Gahagan), and VOTED UNANIMOUSLY to approve the minutes of the January 15, 2019, CAC meeting.

Governance Committee – Dr. Connie Adler (Committee Chair) and Mr. Dennis Fitzgibbons (CAC Chair)

Election of Board and CAC Slates:  Governance Committee Chair Connie Adler expressed appreciation for the work of the Committee over the year and its efforts to present a high caliber slate of candidates for 2019.
Board Slate:
Dr. Adler, on behalf of the Governance Committee, recommended the re-election of the following Trustees to the Board for another three-year service term (2019-2022):

Mr. Edward Miller (second term)
Mr. Bruce Nickerson (third term)

It was MOVED, SECONDED (Adler/Soma), and VOTED UNANIMOUSLY (with the nominees present abstaining) to approve the renewing Trustee slate as recommended.

Dr. Adler, on behalf of the Governance Committee, recommended the election of the following Trustee candidates to the Board for a three-year service term (2019-2022):

Dr. Michael Lambke
Chief Clarissa Sabattis

It was MOVED, SECONDED (Adler/Ryder), and VOTED UNANIMOUSLY to approve the new Trustee slate as recommended.

Mr. Toho Soma, on behalf of the Governance Committee, recommended the following individuals for Board Officers for 2019-2020:

Mr. Roy Hitchings, Chair
Dr. Connie Adler, Vice Chair
Mr. Bruce Nickerson, Treasurer
Ms. Deborah Deatrick, Secretary

It was MOVED, SECONDED (Soma/King), and VOTED UNANIMOUSLY (with all of the nominees abstaining) to approve the slate of officers as recommended.

CAC Slate:
CAC Chair Dennis Fitzgibbons, on behalf of the Governance Committee, recommended the election of the following candidates to the Community Advisory Committee for a three-year service term (2019-2022):

Mr. Matthew Dexter
Mr. Robert Kieffer
Ms. Fowsia Musse
Ms. Jessica Oakes

It was MOVED, SECONDED (Fitzgibbons/Gahagan), and VOTED UNANIMOUSLY to approve the new CAC member slate as recommended.

Ms. Ann Gahagan, on behalf of the Governance Committee, recommended the election of the following CAC officers for 2019-2020:

Mr. Dennis Fitzgibbons, Chair
Ms. Tracey Hair, Vice Chair
It was MOVED, SECONDED (Gahagan/Desjardins), and VOTED UNANIMOUSLY (with the nominees present abstaining) to approve the slate of officers as recommended.

Service Acknowledgements for Departing Trustees and CAC Members: CEO Leonard and Chair Roy Hitchings acknowledged Trustees and CAC members who were finishing up their terms or who had stepped off over the past year. Trustees Lisa Sockabasin (Michelle Probert and Ted Sussman in absentia) and CAC members Skip White (Phil Heywood in absentia) were all thanked for their dedication and time noting how their input had enriched the work of MeHAF. Each received a token of appreciation and was offered the opportunity to share reflections of their time on the Board or CAC.

Board Chair Roy Hitchings and CAC Chair Dennis Fitzgibbons were acknowledged for their service as Chairs for the past year and received tokens of appreciation.

Trustee Lisa Sockabasin acknowledged CEO Leonard for her commitment to indigenous people in Maine. She also acknowledged Director of Grants Management Cathy Luce for bringing humility to grantmaking at MeHAF.

Dr. Michael Lambke and Chief Clarissa Sabattis were welcomed as newly-elected Trustees. Mr. Matthew Dexter (in absentia), Mr. Robert Kieffer, Ms. Fowsia Musse, and Ms. Jessica Oakes were welcomed as newly-elected CAC members.

Invited Comments from Members of the Public

There were no comments from the public.

Presentation by and Conversation with New Maine Department of Health and Human Services Commissioner Jeanne Lambrew

Chair Roy Hitchings welcomed new Maine Department of Health and Human Services Commissioner Jeanne Lambrew. Commissioner Lambrew shared her priorities for DHHS, reflected on her first 100 days as Commissioner, outlined the approach the Department will take to do its work, and commented on the immediate concerns of MaineCare, behavioral health, and aging. Highlights from this conversation included:

- MaineCare expansion is moving forward with final federal approval being received the previous week. Over 18,000 people have enrolled since the beginning of Governor Mills’s term.
- Resources are being allocated to combat the opioid crisis, and an overall program will be established to address all diseases of addiction including tobacco use.
- A new unit is being established to encourage partnerships through grantwriting.
- Public health programs will be rebuilt including filling many of the 25% of all staff positions that were not filled by the previous administration.
- DHHS will become more mission-focused and will train eligibility specialists to convey compassion with the public and will support staff through person-to-person mentoring, technology, best practices, contract management, and accountability.
- The MaineCare online portal will be redesigned to be person-centered to successfully enroll individuals more easily.
• It will be a priority to increase access to care in rural communities and to support systems to care for the older elderly population with consideration to the social determinants of health.
• Maine has a quality, young, and engaged primary care community that will be supported.
• A new unit will be created to gather and analyze data to inform evidence-based policy practices.

Trustees and CAC members expressed their appreciation and support for the Commissioner’s plans and shared questions and comments, including:

• How will the funding of some of the under spent federal programs of the past eight years reach vulnerable populations, and how will DHHS work with the tribal populations? Commissioner Lambrew indicated that it is a priority for this new administration to work with sovereign nations and that listening tours will take place. She also noted that one or more entities such as Office of Equity will be established to replace the dormant Office of Multicultural Affairs as well as the Office of Minority Health.
• Data collection is important, but compassion at every level brings results that may not be captured in data.
• There are challenges for reproductive rights and maternal and infant mortality. One of the effects of the curtailment of the Maine CDC has been the rise of sexually transmitted diseases. Commissioner Lambrew noted that DHHS is investigating how best to rebuild and structure a modern CDC to address these issues.
• With data now being available on LGBTQ youth, we need to support young people in this population who are disproportionately homeless and at risk of suicide. Commissioner Lambrew noted that the listening tours will help identify issues and opportunities to promote equity for distinct populations once needs have been identified.

Finance Committee – Mr. Bruce Nickerson (Chair)

Enhancement of MeHAF’s Endowment: Options and Projections: Finance Committee Chair Bruce Nickerson reminded Trustees and CAC members about how the Finance Committee has been leading discussions of MeHAF’s endowment relative to how best to enhance returns over time. This is important given that the predicted returns from the current portfolio are not sufficient to maintain the required 5% plus inflation rate of return in order to allow MeHAF to exist in perpetuity. The Committee is considering solutions that include moving a portion of the endowment into private investment vehicles, or increasing the proportion of the endowment allocated to public equity. At earlier Board and CAC meetings this year, Ms. Cassandra Binette, from MeHAF’s investment advisor firm Prime Buchholz, provided an overview of the endowment, asset allocation, endowment performance, and future projected returns. She was welcomed back to this meeting to provide more detailed information about how MeHAF could approach seeking greater returns through various private and public equity investments.

Ms. Binette reviewed the pros and cons of investing in private equity and shared a comparison of MeHAF’s current asset allocation compared to investing in private equity at 5% and 10%, and increasing our allocation in public equity. She explained the process by which cash flow evolves over the life of a private equity fund, noting negative returns at first, increasing returns in later
years, and then becoming self funding. She noted that the Finance Committee is being thoughtful in its deliberations concerning private equity before deciding if this investment vehicle will be added to MeHAF's portfolio and wants to make sure all Trustees and CAC members understand the fundamentals and nuances of this type of investment.

Following, Ms. Binette’s presentation, Trustees and CAC members broke into small groups to consider the following questions:

1. What is your level of interest in MeHAF investing in private equity, and why?
2. What areas of comfort or discomfort do you have about MeHAF pursuing private equity investments?
3. What additional questions would you like the Finance Committee to explore at its May 9 meeting?

Questions were shared, including:

- **Fees** – Ms. Binette noted that private equity fund fees are higher than public equity, but that higher expected returns offset those higher fees. It was asked that fees in actual dollars per fund versus percentage per fund be reported, as some would find those more helpful.
- **Fund selection** – there was concern for the types of private equity funds that are available for investing with expectations that we choose a firm or manager that is aligned with our mission and is socially responsible. Ms. Binette noted that there are many funds available that match with MeHAF's mission and details will be shared during the selection process. She did note that once investments are made in a fund, it is costly to withdraw before the end of the cycle.

The notes from the small group discussions were collected and will be shared with the Finance Committee. The Finance Committee intends to present a new Investment Policy Statement and new investment approach to the Board at its June 6 meeting.

**Strategic Planning Committee – Mr. Roy Hitchings (Board Chair) and Ms. Barbara Leonard (CEO)**

**New Community Responsive Grant Program Pilot:** CEO Leonard introduced the new Community Responsive Grants Program concept memo noting that the program addresses one of the cross-cutting strategies from the strategic framework which is to, “provide regular opportunities for responsive funding of innovative projects that align with MeHAF's strategies but that fall outside of competitive grant cycles of focus areas.” The Strategic Planning Committee reviewed the draft concept memo at its March 20 meeting and made suggestions that are included in the revised version presented to the full Board and CAC for feedback. It is anticipated that the final concept memo will be presented for approval to the SPC in May and to the Board in June with grants to be made by the end of 2019.

CEO Leonard then reviewed details of the concept memo, specifically highlighting that most of MeHAF’s RFPs are fairly specific and narrowly defined to achieve particular foundation strategies. Furthermore, there is no predictable, regular opportunity for organizations whose work aligns with MeHAF’s goals, but outside of specific initiative parameters, to apply for funding. While the Discretionary Grants program is limited to projects of up to $10,000, many ideas need more robust funding. Ideally, funded projects will focus on changing systems, policies, practices, and perceptions that create barriers to health care and good health. Successful
proposals will ensure that the communities who face the greatest barriers have a meaningful voice in creating solutions that address needs and/or leverage opportunities identified by the community to address the obstacles that have existed. MeHAF will award one-year grants of greater than $10,000 and up to $50,000, with $400,000 being allocated for this first pilot year. The RFP will make clear that this is a pilot program and that it may be continued based on what is learned during the first year.

Trustees and CAC members broke into small groups to consider the following questions:

1. What do you see as the top benefits to communities and MeHAF’s nonprofit partners of this proposed program?
2. What do you see as the most important things MeHAF should seek to learn from and through the implementation of this program?
3. What would you want to know to assess the degree of success of the pilot phase? (or, in other words, what would your key evaluation questions be?)

The notes from the small group discussions were collected and will be shared with staff and the revised, final concept memo will be presented for approval to the Strategic Planning Committee in May and to the Board in June.

**Grants Committee – Mr. Ed Miller (Chair)**

**Foundation-Initiated Grant to Consumers for Affordable Health Care (CAHC):**

**Declaration of Conflicts of Interest** – The following conflict of interest was determined:

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<th>Trustee:</th>
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<td>Anne Lang (guest)</td>
<td>Consumers for Affordable Health Care Board member</td>
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Anne Lang recused herself from the discussion and left the room.

*It was MOVED and SECONDED (Fritz/Hitchings) to approve a grant of $75,000 to Consumers for Affordable Health Care for the grant period April 15, 2019 through April 14, 2020, consistent with standard MeHAF contract obligations and as recommended by the Grants Committee.*

Chair Ed Miller presented a request for support from Consumers for Affordable Health Care (CAHC) for the operations of its comprehensive Consumer Assistance Program (CAP). Statewide CAP services include: 1) a toll-free HelpLine for assistance in finding, enrolling in, and using health insurance; 2) consumer outreach and education regarding MaineCare, ACA Marketplace plans, and private insurance; 3) training in application assistance for enrollment professionals at hospitals, medical offices, and social service agencies, and, 4) assistance in overturning denied medical claims. He noted that support for the HelpLine and CAP has been a key element in MeHAF's work to enhance enrollment in public and private coverage since 2010. With the implementation of Medicaid expansion, the CAP is also a critical resource for those newly-eligible for MaineCare, providing assistance with their enrollment needs and questions. The Grants Committee approved this funding at its April 1 meeting and recommends Board approval.

After discussion, *the motion PASSED UNANIMOUSLY.*
Ms. Lang returned to the room.

Contract for Evaluation of the MeHAF Equity Capacity Building Program:

Declaration of Conflicts of Interest – There were no conflicts declared.

Chair Ed Miller shared that S.E. Foster Associates, in partnership with evaluator Gail Dana-Sacco, has been serving as MeHAF’s evaluation contractor for the Health Equity Capacity-Building program since spring of 2018. Having completed the initial year of evaluative work where relationships between MeHAF staff, evaluators, and grantees have been established and common goals for the evaluation more clearly solidified, MeHAF seeks to renew the contract with S.E. Foster Associates to continue to provide evaluation services to MeHAF and the grantees in this program for the next two years, through the completion of the initial cohort’s funding period. The scope of work, which outlines the details of the evaluation plans and budget, were shared. At this level of expense, the Grants Committee and the Board of Trustees are required to review and approve execution of this contract. The Grants Committee reviewed the contract at its April 1 meeting and recommended approval.

It was MOVED and SECONDED (Miller/Ryder) to approve execution of a contract with S.E. Foster Associates totaling $139,747.24 to provide evaluation for the Health Equity Capacity-Building program for the period April 15, 2019 through April 14, 2021, consistent with standard MeHAF contract obligations as recommended by the Grants Committee.

After discussion which included encouragement for grantee organizations to be able to help select evaluators with whom they are familiar and comfortable, the motion PASSED with one abstention.

Grants Committee Updates: At the March 4 meeting, the Grants Committee approved the slate of Addiction Care Sustaining Grants for a total of up to $520,000 as recommended by reviewers. The award included ten grants to organizations to expand medication assisted treatment in primary care settings.

Updates

CEO Leonard shared that the call for nominations for the Dr. Wendy J. Wolf Health Leadership Award will be released tomorrow with applications due by June 28. Trustees and CAC members were encouraged to promote this opportunity within their networks and reminded them that they cannot nominate nor be nominated as members of the Board and CAC. The award is a $10,000 gift to the nonprofit organization that employs the recognized leader, or for whom that leader serves in an official volunteer capacity.

CAC members, members of the public, and staff left the meeting at this time.

Executive Committee – Mr. Roy Hitchings (Chair)

CEO Annual Review: At 3:37 p.m., it was voted to enter Executive Session for the purpose of discussing CEO Leonard’s annual review.
Trustee Check-In and Meeting Evaluation: Trustees remained in Executive Session to gather feedback about the meeting process, solicit suggestions for improvement, or other areas of concern. At the close of this discussion, it was voted to leave Executive Session at 4:30 pm.

It was then MOVED, SECONDED (Adler, Ryder), and VOTED UNANIMOUSLY to approve the recommendation of the Executive Committee, based on the survey results from Trustees, CAC, and staff, accomplishment of goals, and other information, regarding the CEO’s annual performance review and change in compensation.

Next Meeting

The Board will next meet on Thursday, June 6, 2019. The CAC will next meet on July 9, 2019.

Adjournment

The meeting adjourned at 4:35 pm.

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