



**Center for Practical Bioethics
Board of Directors Meeting
September 11, 2024**

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

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

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

Meeting ID: 952 829 8699

AGENDA

- I. **Call to Order**
Mission Reflection Steve Salanski, Chair
James Stowe, President/CEO
- II. **Approval of Board Meeting Minutes**
July 10, 2024 *(Attachment 1)*
- III. **Committee Reports**
Finance Report Tresia Franklin, Chair
 - Financial statements, audit, and 990 all pending**Governance Report** Maggie Neustadt and Mark Thompson, Co-Chairs
 - **VOTE:** 2025 Board and Committee Meetings *(Attachment 2)***Resource Development – Process Update** Alan Edelman, Chair
(Attachment 3)
- IV. **Consent Agenda (Administrative Matters)**
Executive Committee Minutes, August 23, 2024 *(Attachment 4)*
Governance Committee Minutes, August 9, 2024 *(Attachment 5)*
DEIJB Training Minutes, August 19, 2024 *(Attachment 6)*
- V. **Diversity, Equity, and Inclusion Discussion** Steve Salanski, Chair
 1. Next steps following August 19 training
- VI. **Chair and President Reports** Steve Salanski, Chair & James Stowe
Chair's Report
 1. Flanigan and Francis Chair search task force update *(Attachments 7-8)*
 - a. Job description drafts, scheduled meetings**President's Report**
 1. Update on client relationship management database
 2. Update on collaboration: Mid-America Regional Council, USAging Center of Excellence to Align Health and Social Care (funding from the Administration for Community Living)
 3. City of Kansas City, MO Public Health Department Contract (\$18k)
 - a. Learning Management System (LMS) course and education consultant
 4. Future of Life Institute – grant proposal

VII. Program Update

1. African American Care Goal Conversations/Advance Care Planning James Stowe
(Attachment 9)
 - a. Board discussion – evaluation of program goal and objectives

Next Board Meeting: November 13, 2024

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

Upcoming Events:

- VIII.** Flanigan Lecture
Guest Lecturer: Dr. Anita Ho
Monday, September 30, 2024
- IX.** 2025 Board Retreat
April 11-12, 2025
Liberty Hospital, 2525 Glenn Hendren Dr, Liberty, MO

Strategic Initiative Focus: Ethics Services – *special discussion normothermic regional perfusion in donation after circulatory death (NRP DCD), thoracoabdominal and abdominal approaches (November 2024); Ethical AI (January 2025)*

[Board Book & Materials Link](#)



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

Minutes

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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

Attendance: *Vickie, Steve (Chair), Mark, Tresia, Eva, Rob, Inmaculada, Karen, Ed, Jane, Abiodun, Raghu*

Staff: *James, Monica, and Cassie*

AGENDA

I. Call to Order

Mission Reflection

Steve Salanski, Chair
James Stowe, President/CEO

James provided two stories from Terry Rosell's clinical ethics work at KU. Terry suggested that the two cases likely saved the health system \$1.5 million in expenses. The first was how an ethics consult prevented an unnecessary and unhelpful liver transplantation, and the second was how a long-term ethics champion, Maria Fox, built a bridge with a family that was taking a non-traditional approach to care. The consultation helped to ensure a de-escalation of tensions, honored the patient and family's wishes, and ended heated strife that was occurring with extended family.

Introduce Cassie Shaffer Johnson

James Stowe, President/CEO

- Key Ethics Services functions and workflows

Cassie Shaffer Johnson is the new Ethics Services Program Coordinator. She rose to the top of a deep pool of well-qualified and experienced candidates and expressed enthusiasm for her role, the team at the Center, and the Center's mission. She has experience and skills related to project and data management, background experience in research and university settings, and the ability to increase the effectiveness of workflows and tools. Her role will elevate the Center's customer experience, reduce the number of administrative tasks Ryan is responsible for (opening additional capacity for professional consultations), and help to discover and connect new clients to ethics services.

II. Approval of Board Meeting Minutes

May 8, 2024

(Attachment 1)

Mark moved to approve the May minutes, as submitted; Eva seconded; no questions nor discussion; motion carried.

III. Committee Reports

Finance Report

Tresia Franklin, Chair

- Financial Statements

(Attachments 2-5)

Tresia covered the financial statements, explaining the significant variances (described in the Headlines document) and current status of the Center's cash and assets. She explained that although

we are favorable to budget to-date, we are still losing cash and need to shore up revenues to stabilize the organization. James described the Days of Cash indicator as still below best practice and conserving cash is a top priority for the entire team. Since the indicator was created, the cash position has improved slightly, but will need to remain a focus of 2024.

Tresia moved to accept the Financial Statements on behalf of the Finance Committee; Mark seconded; no questions nor discussion; motion carried.

- Review of Foley Fund Investment Account *(Attachment 6)*

Tresia provided an overview of the report provided by Country Club Trust advisors, describing an overall conservative investment approach. The Finance Committee is exploring the potential benefit of consolidating the Foley Fund under one advisor and James has been tasked with gathering additional information to bring forward to the Committee at their next meeting.

Governance Report

Maggie Neustadt and Mark Thompson, Co-Chairs

- Articles of Incorporation *(Attachment 7)*

Mark described the two proposed amendments to the Articles of Incorporation, which align with the recently approved Bylaws update.

Mark made a motion on behalf of the Governance Committee to adopt the amended Articles; Rob seconded; no questions nor discussion; motion carried with all present members voting "Yea." None were opposed.

Mark asked that James pursue the appropriate signature on the amendments (Jane, Board Secretary), and follow-up with next steps with the Kansas Secretary of State.

- 2025 Board candidates

For 2025, Jane will have met her term limit and the Board will have one open seat. A previously vetted candidate will likely be considered for this seat, and Board members were requested to send names of potential nominees to James and Steve. Mark mentioned that the Governance Committee assesses needed skills and experience, and that with Jane cycling off, we should be sensitive to recruiting someone who resides outside of the Kansas City region.

The Board discussed the use of a matrix for determining gaps in skills and experience and how candidate directors may fill those gaps. Steve noted that the Governance Committee uses a rough matrix, but it is less refined than those used by other organizations that he is familiar with. Mark acknowledged comments that refining the Center's matrix may be helpful for this cycle.

- Leadership position survey

The Center determines Board officers and Committee leaders on even years, for a two-year appointment. Given that this is an even year, we will need to nominate and appoint a new slate of officers to begin in 2025, and there will be several Committee leadership spots open as well. We will need to vote on a new Board Secretary and the Vice Chair role will be opened as Mark transitions to the Board Chair. Steve stated that the Committee chairs are appointed by the Board Chair.

Center staff will send an email that includes questions on interest in a Board leadership role, as well as the timing of that interest (i.e., for 2025, or at the next cycle in two years).

- April 2025 Board Retreat

Mark noted that April worked best for the majority of Board members. Center staff are still finalizing the date and venue for April.

Mark concluded his report with a note that the Board Self-Evaluation should occur again in 2024, and that he anticipates it to be released in December, remain open into January, and for the results to be made available for the Governance Committee before the April 2025 retreat.

IV. Consent Agenda (Administrative Matters)

Executive Committee Minutes, June 12, 2024

(Attachment 8)

Finance Committee Minutes, July 3, 2024

(Attachment 9)

Governance Committee Minutes, June 14, 2024

(Attachment 10)

Tresia moved to approve the consent agenda as submitted; Jane seconded; no questions nor discussion; motion carried.

V. Diversity, Equity, and Inclusion Discussion Steve Salanski, Chair

- Persley Advisors proposal

Steve noted several options were considered for following up to Kirsten Persley's DEI presentation at the April 2024 Board Retreat. The best option appeared to be inviting Dr. Persley back to conclude her facilitation through a 120-minute session focused on what is being done and what could be done better as well as how we might remain accountable to improvement. The previously mentioned email to Board members will include a question on the session date, which is desired to be held within the next month or so, to inform the Board self-evaluation as well as future DEI activities.

VI. Chair and President Reports

Steve Salanski, Chair & James Stowe

Chair's Report

1. Flanigan Chair
 - a. Invitation to task force
2. Francis Chair

Steve shared Dr. Erika Blacksher's resignation announcement and read the letter that she prepared. Her last day at the Center will be July 31st, and she will take her Health Commons scholarship and community collaborations with her for her next work chapter.

With this announcement, the Center will be recruiting for both endowed chairs, and interested Board members are encouraged to join one of the chair recruitment task forces if you have interest in assisting with this process.

President's Report

1. Context for Development Function at the Center

James stated that there is not presently a plan to replace Cindy Leyland's role at the Center, citing the industry norm to pay Development Directors a starting salary of more than \$100,000, and the need to give a new Director at least one year to begin demonstrating ROI. With the Center's cash position, this would be an unrealistic path at this time.

However, there is some need to support ongoing donor management and a smaller-scale fundraising event in 2025 (the Center remains dependent upon donations, and we wish to maintain strong ties to the donor community). Presently, there is \$20,000 earmarked for a contract development role to assist with the smaller event and minimal other administrative tasks.

Several Board members voiced concern about the amount of money available for this role and if it would be adequate to cover the needed tasks. James stated that a scope of work has not yet been crafted to more precisely answer questions of adequacy, but one will soon be developed and shared with the Resource Development committee for further refinement and recommendation of additional resource allocation.

2. Update on African American ACP project
 - i. Goals and Objectives will be coming up on Sept. 1, 2024

James provided a brief update that Gloria has started project work at the Center, under John and Wauna Harman Foundation funding. Odessa Sawyer is the assigned Program Coordinator, and the team is meeting weekly to define initial work.

Vickie raised observations from the literature about the efficacy, or lack thereof, in care outcomes (care quality, etc.) resulting from ACP activities. She shared several journal articles delineating recent findings in this area that will be forwarded to the Board after the meeting.

James stated that the project team is taking the literature under advisement as the objectives and direction of the work continue to form, and he invited Board members to continue to provide feedback as more is shared by the project team on planned activities and programming.

3. Update on client relationship management database

With the impending lapse of the Center's license to use Blackbaud's Raiser's Edge NXT donor management database software, on September 7th, a new Customer Relationship Management (CRM) class application, Sales Force, was selected. Sales Force is nearly ubiquitous (similar to Microsoft applications) and offers a free basic CRM for nonprofits. Customization is easier due to the high volume of developers skilled in the platform.

The Center is hiring a developer through Upwork to assist with the transition as well as initial database and workflow setup. The plan is to broaden use of the platform for other essential functions in the near future, such as managing Ethics Services and Ethical AI Services clientele and sales leads. A minimal-cost consultant business technology analyst was retained to help with the team's decision-making and selection of the consultant developer.

4. Update Collaboration Opportunity: Mid-America Regional Council, USAging Center of Excellence to Align Health and Social Care (funding from the Administration for Community Living)

James stated that this grant opportunity was awarded to MARC at the beginning of July, and the Center is awaiting further details on our role and a potential contract.

Next Board Meeting: September 11, 2024

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

Upcoming Events:

- Flanigan Lecture
Guest Lecturer: Dr. Anita Ho
Monday, September 30, 2024
- 2025 Board Retreat
April 2025 (date TBD)

Strategic Initiative Focus: Ethics Services (September 2024); Ethical AI (November 2024); Advance Care Planning (January 2024)

[Board Book & Materials Link](#)



2025 Board Important Dates

Approved by Board Resolution: (date)

2025 Board-Staff Retreat

Dates: Friday, April 11 at 11:30 am – 5 pm CT with Board and Staff Social to follow at 5:30 pm CT with KC Metro location TBD

Saturday, April 12 at 8 am – Noon CT

Location: In Person – Liberty Hospital Foundation Conference Rm, address TBA
or Zoom meeting -- <https://us02web.zoom.us/j/9528298699>

2025 Board Meetings

Dates: Second Wednesday every other month 8 – 9:30 am CT

Jan 8 Mar 12 May 14 Jul 9 Sep 10 Nov 12

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

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

2025 Board Committee Meetings

Executive Committee

Dates: Second Wednesday of the month opposite Board meetings, 8 am CT

Feb 12 Apr 9 Jun 11 Aug 13 Oct 8 Dec 10

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

Finance Committee

Dates: Thursday before every board meeting, 7:45 am CT

Jan 7 Mar 6 May 8 Jul 8 Sep 4 Nov 6

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

Governance Committee

Dates: Second Friday of every other month, 8 am CT

Feb 14 Apr 4 Jun 13 Aug 8 Oct 10 Dec 12

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

Resource Development Committee

Dates: First Wednesday of the month opposite Board meetings, 8 am CT

Feb 5 Apr 2 Jun 4 Aug 6 Oct 1 Dec 3

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

2025 Center Events

Annual fundraising event (smaller scale)

Joan Berkley Bioethics Symposium

Rosemary Flanigan Lecture



Scope Statement for Development/Event Coordinator Consultant

August 2024

Note for applicants: *Studies have shown that women and people of color are less likely to apply for opportunities unless they believe they check all the boxes in a description document. We are most interested in finding the best candidate for this opportunity. If you think you have the skills for the engagement, we encourage you to apply, even if you don't meet every one of the listed qualifications.*

Purpose

The purpose of this engagement is to hire a Development/Event Coordinator Consultant to expand the expertise and capacity of our organization to maximize the impact of our fund-raising efforts through excellent event execution and thoughtfully designed donor engagement strategies. These two objectives are mutually reinforcing and essential to our overall organizational success.

Statement of Work

The selected individual/organization will work closely with the organization's President and CEO, the Board of Directors' Resource Development Committee, the Center's Director of Marketing, and event applications and vendors. The Consultant will be expected to provide regular updates and reports on progress, including a final report with strategic recommendations and outcomes. The engagement is focused on achieving the following outcomes:

1. Fundraiser Design and Execution

- Develop, market, budget, and implement at least one fundraising event within the specified budget, with the potential for a second event, if recommended.
 - o The Consultant will lead ideas for program design, event flow and other key design ideas and selection, with support from Center staff on content, speaker leads, and other areas that require knowledge of the specific work of the Center.
 - o The Consultant will also be responsible for logistical planning, including site selection, catering, and helping with managing volunteers. Center staff will assist with volunteer recruitment and selection decisions.
- Ensure the event(s) achieve a net fundraising goal of at least \$30,000, or an amount proportional to the final contract.
- Maximize the return on investment (ROI) from the consulting engagement.

2. Donor Base Analysis and Strategy

- Assess the current donor base, including demographics and giving patterns utilizing the Center's Salesforce for Nonprofits database.

- Provide strategies to maintain and grow major gifts and major donor relationships in alignment with organizational size and capacity.
- Offer actionable feedback on existing donor engagement approaches, identifying areas for improvement.
- Propose methods to engage younger donor generations, ensuring the long-term sustainability of the donor base.

Key Deliverables

- A comprehensive plan and execution of at least one successful fundraising event, with the possibility of a second event.
- A detailed analysis of the current donor database, with actionable strategies for maintaining and growing major gifts/major donors.
- Feedback and recommendations on current donor engagement practices, including specific suggestions for improvement.
- Evidence of new donor engagement, including strategies to attract and retain donors.
- Final report summarizing the outcomes of the engagement, including the success of the event(s), ROI, and strategic recommendations for future fundraising efforts.

Budget and Term

- Budget: \$20,000 - \$45,000, depending on the scope and outcomes of the engagement.
- Term: The engagement is expected to last for 12 months, with the option for renewal based on performance and organizational needs.

Consultant Qualifications

- Proven experience in planning and executing successful fundraising events.
- Strong understanding of nonprofit donor engagement strategies, particularly in managing major gifts and engaging new donors.
- Working knowledge of current fundraising software applications and Salesforce for Nonprofits.
- Ability to work collaboratively with senior leadership and board members.
- Excellent communication and project management skills.

Proposal or Qualifications Evaluation Criteria

- Demonstrated experience and success in similar roles.
- Understanding of the organization's mission and goals.
- Proposed strategies and approach to meeting the objectives.
- Cost-effectiveness and anticipated ROI of the proposal.

Application Process

- Applicants should submit documentation of their qualifications, including a brief cover letter and/or engagement proposal to James Stowe, President and CEO, at jstowe@practicalbioethics.org



Center for Practical Bioethics Executive Committee Meeting

August 1423, 2024

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

Minutes

Note, meeting date rescheduled from 8/14/24 to 8/23/24

Attendance:

James, Steve, Eva, Tresia, Alan, Mark, Jane, Steve, Maggie

I. Call to Order/Welcome

Steve Salanski, Chair

II. Strategic Opportunities and Operational Considerations

Steve Salanski and James Stowe

A) Board Development: DEI Planning and Activities

- Persley Advisors training scheduled for Monday, August 19, 8-10 AM.

Due to the delayed Executive Committee meeting, this already occurred. Steve reported a quick overview of the session.

-Review of what had been covered previous as a level-set.

-The rest of the time was spent on what is next with a focus on how we advance the DEI work; breakout rooms helped for discussion, and we used an online service, Miro, to put down ideas on sticky notes.

-Then, we looked at group and personal accountability, and how that may be achieved moving ahead.

James will edit the recording and Monica will post it to the Board portion of the website soon.

We can take input from those who were unable to join us, including those who had to leave early, and then perhaps ask the Governance Committee to highlight some of the areas on what is working well, and what upgrades can we make – design the survey to address these areas, and then the resultant plan will include thoughts from the Board.

Jane commented that the work is in the workshop; changing culture related to DEI means you really need to think about it – research evidence suggests that the interactive lectures just don't work to change culture. Maybe we should do our own workshop, perhaps each year, so we can keep working at it.

Alan stated that an idea that came out of this is to take 5 minutes during each Board meeting to highlight who Board members are as people, where they came from, and how we were shaped.

Maggie liked the breakout rooms and sticky notes, because one thing we struggle with is spending time in small group sessions outside of the Committees. Perhaps this is something we could consider doing, to encourage discussion among those who normally don't see one another. Steve commented that he and James are working on how this may incorporate into Board meeting agendas.

B) Administrative Team Update

- CRM switch to Salesforce – brief update

The Center will not renew its license for the Blackbaud product, Raiser's Edge NXT, which was our core donor database, due to high expense and complexity of the application. Salesforce was selected as a replacement due to its position as a market-leading solution for many nonprofits, and that development support and application integration is widely available. Moreover, 10 licenses are available without cost through the Nonprofit Success Pack (NPSP) version of Salesforce. A salesforce development consultant was retained through Upwork, and the scope of work indicates that the bulk of the work will be completed by September 7, 2024.

Although the current work and transition is mostly related to the donor database and development functions, the platform will be well positioned for future utilization by other service lines of the Center.

- In-process scope for partial Development capacity (presented to the Resource Development Committee last week)

The Resource Development Committee received a draft scope of work for a development consultant, which includes some minor ongoing donor management tasks as well as assisting with the development and implementation of a smaller fundraising event sometime in the spring of 2025. Staff and Committee feedback was requested, and an updated version will be discussed at a future Resource Development meeting. The Committee is likely to request a compensation range for this consultant/contractor that is above the original estimate of \$20k. Once the scope has been finalized and accepted by the Committee, a Request for Qualifications will be released and the Committee will vet and recommend an individual/firm.

C) Ethics Services

- City of Kansas City, MO Public Health Department Contract (\$18k)
 1. Learning Management System (LMS) course and education consultant

This contract is executed, and the team has excitement about the possibility of public health departments being an emerging market for ethics services. The Public Health Accreditation Board has a new requirement that Public Health Departments (PHDs) must have an ethics mechanism and policy to maintain or earn new accreditation.

A basic, "bioethics 101 for public health departments" course is under development with an educational consultant. This course will provide a wide variety of PHD's with basic information on the concepts and need for bioethics and will be made available through a learning management system. The team believes that, similar to other educational workshops, this training will highlight the Center's expertise and competence and may drive contracts or other engagements.

- UMKC-pending

Deeper discussions with UMKC about collaboration, particularly in providing ethics courses and training to medical students, is pending. A new leader has been selected by UMKC who will start next summer.
- NRP-A, NRP-TA DCD and the Center

Maggie states she has been heavily involved; they took comfort in the Center's perspective; the Center can be helpful in proving to employees that they are not doing something that is experimental and has vetted/received input. These patients have been proven brain dead.

Steve tried to do a literature search, just doing Google, and didn't come up with recent articles.

Jane pointed out new research that fMRI is proving those who were thought to be in a persistent vegetative state were actually not, perhaps as high as 20%.

Send Executive Committee some recent articles. Maggie has some articles as well.

- Future of Life Institute (FLI)

James reported that the team is drafting a grant proposal to the FLI. They are accepting proposals on AI power concentration, and we are pitching the Ethical AI Recognition Program as a way to distribute power back to individual organizations who purchase AI-enabled tools, as well as patients and families who are part of an observed "rising consumerism," that demands new standards and experiences in the delivery of healthcare.

The proposal will be submitted by mid-September, and the request will be for several years for a total of around \$450,000.

D) Flanigan and Francis Chair Recruitment

The job descriptions were sent out for review, and the task force will gather to first work on the Flanigan Chair, as Steve believes this is the easier one to consider for this group.

The task force will first complete the Flanigan job description, then determine the search strategy.

Next, the task force will turn to the Francis Chair, which likely requires a lengthier process that should probably be at the national level. This requires certain qualifications and background to adhere to the original donor intent.

Steve is proposing the task force work on both recruitments.

Eva cannot find the job descriptions – James will send these out.

Tresia – will the taskforce comment on these job descriptions, or were we seeking comment from the Executive Committee today? Steve said the task force will work on this, but as key leaders of the Board, please do send comments.

Tresia wondered about the emphasis on pediatric specialty. Including this will limit applicants, who may not take the time to apply thinking they will not be competitive; Alan wonders if, when written, the field had less pediatric representation.

Mark pointed out that the employment attorney we are working with will have access to colleague attorneys with experience in nonprofits and endowed funds.

Steve does not recall whether or not pediatric specialty was included in a job description or not.

Steve does agree that the comment may narrow who responds, and narrows their ability to focus on broader health issues.

Steve asked if the Committee was comfortable with the outlined approach.

Jane asked if Terry was the only Flanigan Chair? Yes, he was the inaugural Flanigan Chair.

Mark Opara could comment on whether or not we need to post this position, and Mark would hope we had the flexibility to promote from within, but Mark has seen

most nonprofits do the limited posting approach, but still do the promotion from within after a certain period of time.

We will get this group together in the very near future.

E) Other recommendations/ideas

None noted.

V. Adjourn

The meeting adjourned at 8:54 AM Central.

Next Executive Committee Meeting: October 9, 2024 (8:00 AM, Central)



Governance Committee Meeting
Friday, August 9, 2024
8 AM Central | 9 AM Eastern | 6 AM Pacific
Minutes

By Computer: <https://us02web.zoom.us/j/9528298699>
Meeting ID: 952 829 8699

Bold = present

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

Members: **Abiodun Akinwuntan**, Mary Beth Blake, **Mitzi Cardenas**, **Anita Ho**, Marvia Jones, **Eva Karp**, **Jane Lombard**, **Inmaculada de Melo-Martin**

Board Chair: **Steve Salanski**

Staff: **James Stowe**

1. Note: June 14, 2024 Minutes accepted at July Board meeting

2. Note: Seigfreid Bingham assisted with filing Articles of Incorporation amendment with the Kansas Secretary of State's office

Maggie stated that Mark was helpful in a referral to a paralegal at Seigfreid Bingham who assisted the Center in filing amendment paperwork for the revised Articles of Incorporation. James stated that he wanted the Governance Committee to be aware that the loop had been fully closed on the Articles of Incorporation and we are following Kansas requirements.

3. Note: 2025 Board Retreat date and venue finalized (Liberty Hospital; Friday, April 11 (afternoon and evening social) – Saturday, April 12 (morning))

Raghu kindly connected the Center to Liberty Hospital Foundation staff, who oversee meeting space on behalf of the hospital. The venue has excellent video and audio to correct past shortcomings for virtual attendees, and Center staff will gather additional venue details as the Retreat date draws near.

Center staff will send out a save-the-date calendar invitation so that Board members can block off the time now.

4. Board Member Recruitment and Officer Selection

a. Review current Board survey results

The results from the July survey of Board members about serving on the Flanigan and Francis Chair search task force and Board leadership positions was reviewed. Maggie commented that those who were quickly completing the survey may have missed the questions further down about interest in a leadership role.

Overall, Steve recommended that he, James, and Mark follow-up directly to make requests of individual Board members about leadership service, which may include interest in future service opportunities. Maggie checked with the Committee regarding their agreement with this approach, and members appeared to react positively.

Maggie also outlined the need to be considering leadership succession planning, and highlighted the specific financial skills and experience needed to chair the Finance Committee. Steve agreed with Maggie's comments and highlighted that there had been some discussion about the Finance Committee Chair in particular, and a current member of the Committee had been identified as possessing the needed attributes.

b. Review Candidate Matrix document

Maggie outlined the Board candidate document, which identified one name of a candidate who was vetted in a previous cycle. Steve mentioned that the Board had previously been surveyed on personal attributes, and those responses were inserted into a matrix of skills, experience, and characteristics. James was unable to find this archived document, but several Committee members remembered both the survey and extensive discussion around creating the matrix. (Note: Maggie provided James with the archived matrix following the meeting.)

James requested domains of particular interest to the Committee that we should be sure to include on the matrix. Steve offered professional background and experience, and Inmaculada mentioned the need for members to be familiar with ethics – at least possessing an understanding or awareness.

Mitzi stated that in organizations she is familiar with, they start with current board member attributes and work backward to identify gaps. She stated members rank themselves (i.e., a 1-5 scale), to help quantify attributes.

Anita and Steve highlighted the Board's focus on DEI and suggested it would be important to understand what diversity we have and what we wish to have represented. Anita mentioned individuals living with a disability as a potential group to include.

James will update the archived matrix with the suggestions made by the Committee and send for review prior to surveying the full Board.

Steve mentioned the need for timely action as the new member will need to be voted on at the November Board meeting.

**Next Meeting Friday, October 11, 2024
8 AM Central | 9 AM Eastern | 6 AM Pacific**

DEIJB Training: Persley Advisors

8/19/2024

Attendance:

Vickie, Steve, Maggie, James, Mike, Alan, Rob, Jane, Karen, Ed, Abiodun, Mitzi, Raghu

Kirsten Persley

Minutes:

Kirsten provided background on her work for equity in organizations. Organizations focused on dignity are those that she has found to be most successful.

This session is meant to go deep – how do we make the DEIJ actionable in the organization and hold each other and the organization accountable for upholding DEIJ principles in all aspects of the organization, as well as ways to assess DEIJ within the organization.

Kirsten introduced notion of creating a “brave space,” where controversy is possible with civility; owning intentions and impact; respect; no attacks; challenge by choice

Finally, we all own this – we have to collectively take responsibility in creating meaningful impact.

Ice Breaker: Why of Board Service?

Breakout groups

Framework definitions

Dignity – quality or state of being worthy, honored, or esteemed

At the heart of this is relationships and empathy – when you have empathy toward others, you are better able to dignify them. The Dignity Framework was presented.

Diversity is intersectional and multidimensional – every person contains different characteristics and experiences that make up the whole person. It is impossible to be fully culturally competent until you realize there are many facets that make up each person.

Empathy – understanding that others may have different needs in order to be dignified. This is not what we assume, but what we understand/know through speaking and building relationships.

Vulnerability helps to promote authenticity, which is a key for the communication needed to get to these factors.

Although Justice was not mentioned in the framework, it remains vital – how are these principles lived out in all of our systems?

Breakout Room for “Three Key Questions”

(Note: This activity was somewhat covered in our first training with Kirsten, so this was reinforcement.)

Goal is to get two of the items where we want to put a headline down – the big picture takeaway; if there is time, move beyond those two.

Just do a headline of what we want to do for each of these.

Diversity

Equity

Inclusion

Justice

Belonging

Belonging is tough and being in a male-dominated field. Alan, as a religious educator, he can really relate to Belonging; for those who say they don't believe in God, he just says he wants people to belong.

Help people to fit in; respecting what people say;

In a time of decisiveness and exclusivity, we need to cultivate opportunities to get to know each other personally and create or facilitate opportunities to value each other as real people.

Open space for personal sharing.

Justice

Group 1 (didn't have a white board): At the highest level, that Diversity is so much more important today than 5 years ago – true understanding and being able to ask questions, avoiding performative, check-box approaches. This is more genuine and helpful. They also thought about Equity – how did someone get here (to the table, that is)?

Kirsten called out something about unheard voices: Rob noted the importance of aligning together to amplify unheard voices

What is the impact of a commitment to DEI?

Rob thought that the Center's board is actually paying attention to and implementing ideas around DEIJB.

Jane: for a bioethics organization, diversity, inclusion, and justice is imperative to the basis of our functionality. Core to our existence to validate the work.

Accountability

What is working well, and what upgrades can be made?

Diversity: What is working well, what upgrades can be made?

Idea	Working well	Upgrades to be made
Diversity	Pretty good job – Board has morphed over the last 9 years. Geographically and	

	ethnically diverse; we also have a greater range of backgrounds and careers.	
Equity	We all respect each other, but how does that manifest in the work that we do as a board?	Maybe an upgrade is how equity manifests on the Board? It is hard to gauge if equity is being implemented in our Board. It's a target for our work.
Justice		
Belonging	No complaints received.	Survey implementation to gather some data.
Inclusion	Most people feel comfortable	Opportunity for feeling connected is meager, but how do we expand connection opportunities Having the perspective for other people from their viewpoint.

Karen – a way to elevate voices and have greater understanding of their voices? Karen’s observation that the Board brings some ethnic/racial diversity, a lot of unique experiences and perspectives. What are those unique aspects that they bring? How is the work of the organization informed by the experiences of Board members. Take 5 minutes at each Board meeting for someone to share personally about what inspired them to become involved in the Center? Putting this into the agenda would make sure it gets done.

Personal Accountability -> Group Accountability

Board observer assigned to view the Board’s work from the DEIJB perspective?

Holding yourself accountable (To What + Why + How)	Holding the Group Accountable (To What + Why + How)
	Survey around the Board’s sentiment toward these different elements -> with purpose of creating action opportunities.
	Define what diversity means to each individual and as a Board.
	Add a 5-minute sharing time for Board members (talking about their unique perspective and why they felt drawn to the Center’s board).
	Look at the communities we serve and hear voices from those communities.

	Kirsten recommends creating accountability partners and time on the Board to connect and be sure we are working to make that a reality.
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Final breakout

Reflections and takeaways from time today?

The Board is engaged and committed to this. At one point today, we had 12 Board members in attendance, despite this being a very difficult scheduling time.

This isn't easy work – we can identify things, but knowing how to continue to make it happen is not necessarily an easy thing to figure out.

There are many possibilities, so what do we prioritize?

We need to continue to designate time in Board meetings and in some way, elevate what we've talked about in every board meeting. Go back to the Governance Committee – redefine questions based upon what we have done today – what are the next steps?

Share the matrix

How will you hold yourself and the Board accountable for upholding DEIJB

What will you start, stop, and continue doing as a result of the time today?

Follow-up

Maggie shared an idea to have one-on-one; one-on-two breakout conversations – sharing information about what we come with, share our passions, etc.

Also, one thing that came up today was the idea that when people come into town for Center meetings, that we arrange a “host” to take them to dinner, to/from events. Maggie suggested that the Governance Committee can help with that. Meeting in-person is extraordinarily valuable; whatever the organization can do to get people in one place at least once per year.

Summary

In hearing the personal why statements, and discussion today, Kirsten is excited about what she hears and to see us move these from ideas to actionable and accountable reality.

Meeting adjourned.



Center for Practical Bioethics – JOB DESCRIPTION

Note for applicants: Studies have shown that women and people of color are less likely to apply for jobs unless they believe they check all the boxes in a job description. We are most interested in finding the best candidate for the job. If you think you have the skills for the job, we encourage you to apply, even if you don't meet every one of the listed qualifications.

Job Title:	Rosemary Flanigan Chair in Bioethics
Reports to:	President and CEO
F/T or P/T:	Full-Time
Background and Opportunity	
<p>The Center for Practical Bioethics raises and responds to ethical issues in health and healthcare. The Center is one of the few organizations in the United States to focus on the applied practice of bioethics, keeping people and the community at the center of our focus, work, and impact.</p> <p>Oftentimes, we help to facilitate and amplify the work of others, by offering principled recommendations, technical assistance, and guidance on decisions or proposed initiatives.</p> <p>Like many nonprofits, the Center is increasing business acumen to ensure the enduring legacy of our efforts and to secure an expanding impact in the community. This opportunity is to provide the visionary leadership necessary for enduring mission fulfillment through a robust, focused, and well-reputed clinical and organizational ethics portfolio.</p> <p>Identifying and defining emerging opportunities, pressing innovation in team utilization and partnerships, cultivating a culture of relevance and humility, and practicing ethics with authoritative expertise are needed activities and traits of the Rosemary Flanigan Chair.</p> <p>Although based in Kansas City, the Center’s portfolio is national, and growth is expected across the United States and globally.</p>	
Environment	
<p>The Center is comprised of dedicated, mission-driven professionals. We strive to create a warm and welcoming environment and culture for people of all backgrounds and experiences.</p> <p>Highly flexible work hours, remote work, a four-day workweek (with on-call expectations and responsibilities), and other employee-centered approaches help to maintain a healthy work-life balance and increase job satisfaction.</p> <p>The position leads in a relatively small team – mastery of adaptation to multiple roles and complex projects to achieve overall center goals and objectives is required.</p> <p>Every member of our team is respected and honored for their contributions, and we seek to continually act with kindness and humility in all our work.</p>	

Job Title:	Rosemary Flanigan Chair in Bioethics
Principal Function:	
Provides leadership to the Center’s program activities and in the field of bioethics, particularly in clinical and organizational ethics. This includes ethics consultation, bioethics education, research and writing, and fulfillment of contractual and/or grant-funded program responsibilities.	
Principal Responsibilities:	
<ol style="list-style-type: none"> 1. Collaborates with the Ethics Services team on the Center’s work with healthcare institutions and their ethics committees regarding both clinical and organizational ethics. This may include leadership in the Greater Kansas City Ethics Committee Consortium. 2. Contributes to the Center’s fulfillment of mission and revenue streams through procurement and fulfillment of contracts and grants. 3. Provides primary leadership to the planning and implementation of the annual Rosemary Flanigan Lecture and corollary events. 4. Demonstrates collaborative leadership in the context of all program team activities, including program development and integration across Center programs and priorities. Participates in Center task forces and committees to perform special projects as needed. 5. Provides leadership in the field of bioethics as demonstrated by publications, speaking engagements and service on related boards, commissions, and ad hoc groups. 6. Provides strategic input and collaborates with other Center staff and board of directors. 7. Serves as a key contributor to Center vision, mission, and strategic initiatives on a yearly and ongoing basis. 8. Assures that work of the Flanigan Chair is carried out according to key priorities of the Center and consistent with its mission. 9. Addresses ethical issues encountered (in the course of work on behalf of the Center) unfettered by special interests, managing appropriately any perceived or actual conflicts of interest. 10. Commits to Center goals and values and embraces the Center’s model of practical bioethics. 11. Leads and promotes the leadership of others. 12. Engages in professional and personal conduct that is consistent with the values and dignity of the Sr Rosemary Flanigan legacy. 13. Other duties and responsibilities as required by the President and CEO. 	
Key Relationships:	
This position interacts with Center leadership, Center staff, and external constituents, including: CPB Board of Directors, funders, contractors, organizational members, ethics committees, institutional partners for bioethics education and clinical ethics, etc.	
Educational Requirements:	
PhD in relevant discipline strongly preferred, along with Healthcare Ethics Consultation Certification (HEC-C), publications, teaching experience, and program development skills. Terminal degree in bioethics would be acceptable; or in law, medicine, theology, etc., with additional credentials in bioethics and demonstrated experience.	
Preferred Skills and Experience	
<ul style="list-style-type: none"> • Outstanding content knowledge with specialized expertise in clinical and organizational ethics. • Strong writing skills, with demonstrable publishing record required. 	

Job Title:	Rosemary Flanigan Chair in Bioethics
<ul style="list-style-type: none"> • Ability to administer grants according to parameters/criteria of awarding foundations or funding sources. Strong focus on fund accountability. • Ability to select, develop and manage staff to carry out the goals of an organization. • Ability to build strong relationships with other staff, program colleagues, and organizational leadership. • Ability to build collaborative and productive relationships with other national bioethics leaders and members of the Kansas City Community and catchment areas. • Teaching acumen and experience in the field of bioethics or a closely related field. • Well-developed skills in creating and implementing short- and long-term strategies and initiatives. 	
Desired Interpersonal Traits	
<ul style="list-style-type: none"> • Strong commitment to vision, mission, and values of the Center. • Professional and personal integrity. Can be counted upon to do what they say will be done even under stringent deadlines. • Effective leadership skills. Values people and the potential for them to make a significant contribution. Ability to build effective relationships with Center team members, other leaders in bioethics, policy makers, and community leaders — even during high pressure, high conflict situations. • High energy and productive. • Imaginative and experienced program development. Capacity to conceptualize, develop and implement complex programs. • An effective ambassador to the external world. Represents themselves and the Center well at external meetings and conferences. • Committed to personal and professional growth. Seeks feedback and responds with personal commitment to increase effectiveness. • Adapts well to change. Sees change as a source of opportunity he or she can guide, not as something to resist. • Behaves with openness and consistency. Does not treat disagreement as disloyalty. Seeks solutions to conflicts—able to discuss differences and solve problems without attaching blame. 	
Anti-Discrimination	
<p>The Center for Practical Bioethics is committed to anti-discrimination in all its policies and procedures. Non-discrimination shall be provided for all employees and applicants for employment on the basis of their demonstrated ability and competence without discrimination on the basis of race, color, religion, sex, age, national origin, genetic information (GINA), physical or mental disability, pregnancy, sexual orientation, gender identity, marital status, familial status, ancestry, military and/or veteran status, and/or any other status protected by applicable Federal, state or local law.</p>	



Center for Practical Bioethics – JOB DESCRIPTION

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(Red font represents wording or language present in the establishing documents that may be helpful for maintaining compliance with Kansas donor intent laws.)

Table with 2 columns: Job Title, Reports to, F/T or P/T. Includes sections for Background and Opportunity.

Job Title:	John B Francis Chair in Bioethics
<p>supporter of the Center. The Chair is intended to be a person with a distinguished record in bioethics and a person of integrity who embraces the Center’s vision.</p> <p>The John B. Francis Chair must be committed to the practical application of ethics to the biological and population sciences, medicine, healthcare and related fields as well as public policy and have a specialized knowledge in one of the Center’s strategic domains. The Chair must share the Center’s core value – respect for human dignity and its guiding principles. The person appointed will have national stature in bioethics, including an outstanding track record in teaching and research and proven leadership qualities in fostering excellence in collaboration with their colleagues.</p> <p>Major competitive research grants and a substantial publication record are expected. Given the research responsibilities of the role, publications, lectures, and/or policy impact are core expectations of the role. Therefore, a connection to a research institute with significant research resources is required, preferably with strong multi-year extramural support of the leader’s research agenda. This type of support may also more likely lead to discoveries poised for translation to community programming and interventions, and the partnerships that galvanize their success.</p> <p>The Chair will have significant resources to implement practical elements of their discoveries, including salary and travel support, a full-time program coordinator, and proven nonprofit administrative infrastructure. The Chair endowment would support approximately \$150,000 annually for all expenses. The intent of this supportive structure is to generate sustainable programming to help the Center achieve its mission and vision. The Center intends to secure the John B. Francis Chair for a 5-year term, including annual review, and the opportunity for a highly successful Chair to renew for an additional 5-year term. However, the successful candidate may negotiate terms of the appointment to arrive at a mutually satisfactory arrangement.</p>	
Environment	
<p>The successful candidate is expected to maintain a primary, or significant, appointment with a research institution during their tenure as the Center’s Francis Chair. The Center will work with the successful candidate and their primary institution on the details of an amenable relationship.</p> <p>The Center is comprised of dedicated, mission-driven professionals. We strive to create a warm and welcoming environment and culture for people of all backgrounds and experiences.</p> <p>Highly flexible work hours, remote work, a four-day workweek for regular full-time staff (with on-call expectations and responsibilities), and other employee-centered approaches help to maintain a healthy work-life balance and increase job satisfaction.</p> <p>The position leads in a relatively small team – mastery of adaptation to multiple roles and complex projects to achieve overall center goals and objectives is required.</p> <p>Every member of our team is respected and honored for their contributions, and we seek to continually act with kindness and humility in all our work.</p>	

Job Title:	John B Francis Chair in Bioethics
Principal Function:	
Provides ongoing bioethics scholarship leading to improved ongoing practice, program, or intervention innovations in the Center’s applied model of bioethics.	
Principal Responsibilities:	
<ol style="list-style-type: none"> 1. Conduct research, teach, publish, engage in public outreach, and consult with policymakers. 2. Participate with the Center board and leadership team in determining the Center’s strategic direction. 3. Contribute to core integration of a scholarly and applied programming portfolio with existing and emerging Center strategic domains (i.e., clinical and organizational healthcare ethics, care goal conversations, and ethical AI/advanced technology). 4. Possess research excellence in bioethics or a relevant field. 5. Continue publication of the results of original research and other scholarly endeavor in refereed journals, books, monographs, and other publications of high standing. 6. Continue teaching as appropriate. 7. Continue participation in relevant professional organizations, boards, and task forces. 8. Continue participation in conference proceedings that are subject to peer review and published through houses of high national and international reputation. 9. Explore new opportunities for enhancing the international standing of the bioethics discipline. 10. Prepare and deliver high quality research-informed lectures and seminars and, as appropriate, conduct or coordinate tutorials, practical classes, demonstrations, or workshops. 11. Contribute to strategic planning and policy development in the academic discipline within the Center and within the community, professional, commercial, and industrial sectors. 12. Generate collaborative links with the other domains of the Center. 13. Contribute to the professional development and mentorship of staff. 14. Collaborate with the Center team to create and maintain financially viable programs, services, and interventions. 15. Other duties as required by the President and CEO. 	
Key Relationships:	
This position interacts with Center leadership, Center staff, and external constituents, including: CPB Board of Directors, funders, contractors, organizational members, and depending upon the candidate’s background and experience, ethics committees, institutional partners for bioethics education and clinical ethics, etc.	
Educational Requirements	
The John B. Francis Chair must possess a PhD or other relevant terminal degree and/or a professional doctorate (MD, DO, JD, DNP, etc.)	
Preferred Skills and Experience/Selection Criteria	

Job Title:	John B Francis Chair in Bioethics
<ul style="list-style-type: none"> • National thought leadership in bioethics. • At least 10 years’ experience in bioethics or related field. • An excellent track record reflected in peer-reviewed or other significant publications. • Demonstrated interpersonal and leadership skills. • The readiness to engage in collaborative multi-disciplinary work. • Ability to assist policymakers at a senior level. • A commitment to public engagement. • Possesses a portfolio of research and discovery with a high likelihood of translation to enduring bioethics programming. • Within the establishing documents of the endowment, candidates with a special focus on pediatric ethics are to be given preference. Candidates without this special focus are also encouraged to apply. • Multiple degrees (of relevance) are preferred. • Ability to administer grants according to parameters/criteria of awarding foundations or funding sources. Strong focus on fund accountability. • Ability to select, develop and manage staff to carry out organizational goals. • Ability to build strong relationships with other staff, program colleagues, and organizational leadership. • Ability to build collaborative and productive relationships with other national bioethics leaders and members of the Kansas City Community and catchment areas. • Teaching acumen and experience in the field of bioethics or a closely related field. • Well-developed skills in creating and implementing short- and long-term strategies and initiatives. 	
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2024-25 African American Care Goal Conversations and Advance Care Planning

Strategic Goals and Objectives, September 11, 2024

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.

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).