

**Maine Health Access Foundation**  
**Joint Meeting of the Board of Trustees and Community Advisory Committee**  
**April 13, 2023**  
***Margaret Chase Smith Library, Skowhegan***

Trustees Present: Catherine Ryder (Chair); Beth Bordowitz, Barbara Crider, Dennis King, Barbara Leonard (*ex-officio*), Michael Lambke, Kevin Lewis, Edward Miller, Susan Roche, Clarissa Sabattis, Toho Soma, Ian Yaffe

Trustees Absent: Grace Odimayo, Abdulkerim Said

CAC Members Present: Gia Drew (chair); Thomas Bartol, Jacqui Clark, Matt Dexter, Tracey Hair, Rebecca Matusovich, Fowsia Musse, Sara Squires, Shirl Weaver

CAC Members Absent: Nélide Berke, Donna Brown, Elsie Flemings, Fenton Jones, Kenney Miller, Elizabeth Neptune, Noah Nesin, Jessica Oakes, Reshid Shankol, Benjamin Sprague, Joby Thoyalil

Guests Present: Christy Daggett, Matt L'Italien, Rosa Moore

Staff Present: Margo Beland, Charles Dwyer, Jake Grindle, Holly Irish, Ruta Kadonoff, Dani Kalian (recorder), Jeb Murphy, Frank Martinez Nocito

### **Welcome**

Chair Catherine Ryder called the meeting to order at 11:35 a.m. Trustee Mike Lambke welcomed all to the meeting and thanked everyone for traveling to Skowhegan to attend the day's event. Chair Ryder delivered a land acknowledgement recognizing the Wabanaki people. Introductions were made and the agenda was reviewed.

### **Board Consent Agenda**

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

- President's Report
- February 9, 2023, Board meeting minutes
- February 2023 Treasurer's Report and Finance Dashboard

Chair Ryder shared highlights from the President's Report. CEO Leonard noted the updated formats of the Treasurer's Report and Finance Dashboard which now include separate categories of 'endowment' and 'investments' in which 'investments' represent exclusively the funds from the MacKenzie Scott gift.

### **Community Advisory Committee Consent Agenda**

Community Advisory Committee Chair Gia Drew asked if any items on the CAC consent agenda required discussion. Hearing none, *it was MOVED and SECONDED (Squires/Musse) to approve the minutes of the January 23, 2023, CAC meeting. Since there was no CAC quorum present, the vote will be conducted via email after the meeting (see attachment).*

**Governance Committee –  
Catherine Ryder (Board Chair), Gia Drew (CAC Chair)**

Election of Board and Community Advisory Committee (CAC) Slates:

**Board Slate:**

Chair Ryder, on behalf of the Governance Committee, recommended the re-election of the following Trustees to the Board for another three-year (or as noted) service term (2023-2026):

Elizabeth Bordowitz (first full term)  
Grace Odimayo (second term)

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

Chair Ryder, on behalf of the Governance Committee, recommended the election of the following Trustee candidates to the Board for a three-year service term (2023-2026):

Christy Daggett  
Tracey Hair  
Anita Ruff

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

Chair Ryder, on behalf of the Governance Committee, recommended the following individuals for Board Officers for 2023-2024:

Toho Soma, Chair  
Susan Roche, Vice Chair  
Edward Miller, Treasurer  
Clarissa Sabattis, Secretary

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

**Community Advisory Committee Slate:**

CAC Chair Drew, on behalf of the Governance Committee, recommended the re-election of the following members to the Community Advisory Committee for another three-year service term (2023-2026):

Kenney Miller  
Shirl Weaver

*It was MOVED and SECONDED (Squires/Dexter) to approve the renewing Community Advisory Committee member slate as recommended. **Since there was no CAC quorum present, the vote will be conducted via email after the meeting (see attachment).***

CAC Chair Drew, on behalf of the Governance Committee, recommended the election of the following candidates to the Community Advisory Committee for a three-year service term (2023-2026):

Katie Adams  
DrewChristopher Joy  
Kenneth Lewis

*It was MOVED and SECONDED (Dexter/Bartol) to approve the new Community Advisory Committee member slate as recommended. **Since there was no CAC quorum present, the vote will be conducted via email after the meeting (see attachment).***

CAC Chair Drew, on behalf of the Governance Committee, recommended the election of the following CAC officers for 2023-2024:

Fowsia Musse, Chair  
Sara Squires, Vice Chair

*It was MOVED and SECONDED (Bartol/Hair) to approve the slate of officers as recommended. **Since there was no CAC quorum present, the vote will be conducted via email after the meeting (see attachment).***

### **Service Acknowledgements for Departing Trustees and Community Advisory Committee Members**

Chair Ryder shared her appreciation of the honor of leading the Board as Chair for the past two years and for serving on the Board for nine years.

Board Chair Ryder, CAC Chair Drew, and CEO Leonard acknowledged Trustees and CAC members who were finishing up their terms or who had stepped off over the past year. Trustee Catherine Ryder, and CAC members Tom Bartol, Jacqui Clark, Tracey Hair, Liz Neptune, Noah Nesin, and Reshid Shankol 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. Former Trustees Sam Manages and Odette Thurston were acknowledged for their service as they resigned in 2022 prior to their terms expiring, due to personal obligations.

Board Chair Ryder and CAC Chair Drew were acknowledged for their service as Chairs for the past year and were presented with tokens of appreciation.

### **Presentation of 2022 Annual Report – Mr. Jeb Murphy (Communications Manager)**

Communications Manager Jeb Murphy presented the MeHAF 2022 Annual Report for which the theme is *Community Matters*. This year's report reflects systems and identities which are represented throughout communities. Over 150 photos from 20 grantee organizations were received in preparation of the Annual Report. Mr. Murphy noted that these organizations appreciated the opportunity to showcase their work in this way. The report also contains a list of 2022 grants and contracts along with the statement of MeHAF's financial position. CEO Barbara Leonard thanked Communications Manager Jeb Murphy for leading the team in the development of the report, along with all staff for their individual contributions.

## **Invited Comments from Members of the Public**

Chair Ryder noted that in accordance with the MeHAF bylaws, the Annual Meeting is open to the public. She welcomed those guests present and they were invited to share comments.

### **Executive Committee – Ms. Susan Roche (Board Secretary and Governance Committee Chair), Ms. Barbara Leonard (CEO)**

Final Bylaws Changes: Board Secretary Sue Roche reminded Trustees and Community Advisory Committee (CAC) members of the process that has been conducted over the past year to update the bylaws. She noted that at the April 2022 Annual Meeting, the Board approved a set of draft bylaws changes that included the addition of language related to improving health in service of improving access to care; as well as language supporting leaves of absence by Trustees and Community Advisory Committee. As required, proposed changes were presented for review by the Attorney General and then the Maine Superior Court. Both have now completed their reviews and approved almost all of the proposed changes. The final version was included in the meeting packet for review and approval by Trustees.

*It was MOVED, SECONDED (Lambke/Lewis), and VOTED UNANIMOUSLY to approve final changes to the MeHAF bylaws, as approved by the Attorney General and Superior Court.*

### **Strategic Planning Committee (SPC) – Dr. Mike Lambke (Committee Chair)**

Evaluation and Learning Plan for Strategic Framework: SPC Chair Lambke reminded Trustees and CAC members that at last April's Annual Meeting they approved an update to, and extension of the timeframe for the Strategic Framework through 2025. The extension provided an opportunity to develop a plan for assessing and learning from the work as guided by the framework, focusing primarily on 2022 through 2025.

The Evaluation and Learning Plan presented was developed with support from evaluation consultant Susan Foster whose evaluation approach aligns with the system-focused and adaptive nature of MeHAF's work, and understands the importance of how our values are represented in our efforts. The SPC provided input at all phases of the development of this plan, including the overall approach and evaluation questions, and reached agreement on both the focus areas of the questions and on the importance of qualitative information to tell a deeper story of what is being accomplished. Since the SPC's February meeting, staff worked closely with Ms. Foster to finalize the evaluation questions, and further refine the methods that will be used to answer those questions.

Trustees and CAC members worked in small groups, with question prompts, to review and provide input on the proposed Evaluation and Learning Plan. Selected comments and questions from that discussion include:

- Regarding question 1 – We will need to determine how best to answer the methods question, perhaps specifically engaging program officer and grantees.
- Regarding question 1 – Are the roles appropriate? Roles between MeHAF and grantees are evident. What about roles between MeHAF and other organizations that are trying to impact the health of other populations? Need to address power and wealth and determine if our impact is actually positive.
- Are we doing what grantees think we should be doing? Are we using the appropriate funding vehicles?
- It's difficult to determine if whether MeHAF wasn't involved, would some outcomes have occurred anyway (the "but for MeHAF" question)? Was MeHAF the force behind the progress that has been made so far?

- While we may not be able to determine/take credit for our efforts making a positive difference at the individual level, it can be determined, through evaluation, that we've made a difference in the resources organizations have and the ways they interact with each other.
- It will be important to determine the barriers to success, such as: barriers grantees encounter with MeHAF; barriers grantees experience with the populations they serve; and barriers at the individual level.
- The proposed evaluation process will allow for ongoing review from year to year and learning and adjustment based on the narratives and stories that are collected.
- At what point do we start to talk about what quality health care is? Not just access to it.
- As data is collected through the evaluation plan, we need to use a process lens rather than an outcome lens.
- Regarding question 2 – would grantees feel comfortable criticizing the plan?

CEO Leonard thanked everyone for this input and noted it will be considered and incorporated into the planning process.

*It was MOVED, SECONDED (Hair/Squires), and VOTED UNANIMOUSLY, by both the Board and Community Advisory Committee, to approve the proposed learning and evaluation plan for the 2018 – 2025 Strategic Framework.*

**Program and Grants Committee – Barbara Crider (Committee Member),  
Ms. Ruta Kadonoff (VP for Programs)**

Foundation-Initiated Grant to Maine Community Foundation's BIPOC Fund: Program and Grants Committee Member Barbara Crider and Vice President for Programs Ruta Kadonoff reminded Trustees and CAC members that since 2014, MeHAF has partnered with the Maine Community Foundation (MaineCF) to include a health priority within MCF's *Black, Indigenous and People of Color (BIPOC)* Fund, which had previously focused only on leadership development, civic engagement, and youth. The final year of MeHAF's most recent 3-year, \$225,000 grant to support the BIPOC Fund ended in 2022. This grant allowed for \$75,000 of funding for health-related projects per year in the 2020, 2021, and 2022 grant rounds of that fund. In each of these years, MaineCF received more suitable health-related proposals than our grant could fund, and in most cases, MaineCF was able to fund some or all of these additional health grants through direct outreach to donors whose interests intersected with those proposals, providing something of a multiplier effect to MeHAF's funding.

Given the high level of response to the BIPOC Fund's health-related grants opportunity and the learning benefits derived by both MeHAF and MaineCF through this ongoing funding collaboration, MeHAF seeks to renew its investment in the fund over the next three years. The proposal would support the BIPOC fund with \$225,000 over three years, allowing the fund to make \$75,000 in health-related grants in its 2023, 2024, and 2025 grant rounds. The multiplier effect noted is anticipated to continue, with ongoing interest in health-focused work on the part of MaineCF donors. The Program and Grants Committee reviewed and approved this Foundation-Initiated grant at its March 6, 2023, meeting and recommends Board approval.

**Declaration of Conflicts of Interest** – No conflicts were declared.

*It was MOVED, SECONDED (Lewis/King), and VOTED UNANIMOUSLY, to approve a grant of \$225,000 to Maine Community Foundation for the grant period April 17, 2023 through April 16, 2026, consistent with standard MeHAF contract obligations.*

Health Advocacy Program Evaluation Contract: Program and Grants Committee member Barbara Crider and Vice President for Programs Ruta Kadonoff explained that in March of 2022, the MeHAF Program and Grants Committee approved a new four-year round of grants to all grantees within the Health Advocacy grants program along with the addition of five new organizations to be funded through the program. This new round of grants to a total of 28 organizations began on January 1, 2023 and extends through December 31, 2026. Partnerships for Health (PFH), the external evaluation contractor we have been working with since the start of the current iteration of this program in 2018, has a contract currently expiring. Based on the new round of funding, which follows much the same approach it has since 2018, a proposal for a new contract to maintain the partnership with our current evaluator was presented. The Program and Grants Committee reviewed and approved this proposed evaluation contract at its March 6, 2023, meeting and recommends Board approval.

Trustees and CAC members asked the following questions:

- Will this evaluation be informed by what is being included in the approved learning and evaluation plan? Staff noted that, yes, it is.
- Is PFH using documentation or a platform to identify network creation across the different grantees in ways that can be shared? Staff noted that, yes, a social network analysis survey using specialized software and analysis has been conducted periodically and will continue in the next phase of the evaluation.

**Declaration of Conflicts of Interest** – No conflicts were declared.

*It was MOVED, SECONDED (Bordowitz/King), and VOTED UNANIMOUSLY to approve a four-year contract totaling \$100,000 to Partnerships for Health for evaluation of MeHAF's Health Advocacy grants program, for the period of April 17, 2023 through April 16, 2027, consistent with standard MeHAF contract obligations*

Grantmaking Response to the Termination of the COVID-19 Federal Public Health Emergency:

Program and Grants Committee member Barbara Crider and VPP Kadonoff shared that at its March meeting, the Program and Grants Committee approved a set of grants totaling up to \$345,000 to nonprofit partners in Maine to assist them in responding to the unwinding of the Public Health Emergency, and noted that all individual grants will be under the \$50,000 threshold for staff approval. She explained that as the federal government phases out aspects of its response to the COVID-19 pandemic, there will be major changes to the current eligibility determination process for all MaineCare members starting later this year. While a number of state government-based strategies are being planned to mitigate the expected disruptions these changes will cause, a complementary community-based effort will be required to realize the greatest possible reduction in confusion and coverage loss associated. MeHAF staff has been in conversation with several of our nonprofit partners who are developing a plan to respond to this situation.

### **Presentation of Approach to Plan for Use of the \$9 Million Gift from MacKenzie Scott**

VPP Kadonoff reported that in February, MeHAF engaged a consulting team from Principle Group and Zoe Miller Strategies to support us in developing a participatory planning framework to guide decisions about how to spend the \$9 million gift received from Mackenzie Scott in January of this year. Beginning in early March, a collaborative process began over the course of a four-week period with key internal stakeholders to develop a proposed framework and work plan for moving forward. She thanked and acknowledged all those Trustees, CAC members, and staff who participated in this process.

This work was grounded in our Mission and Strategic Framework as well as the Board resolution adopted in December 2022. Goals for this initial phase of the planning process included:

- Designing a framework by which the ultimate beneficiaries of the work to be funded can help guide decision-making as to how best to use this gift.
- Employing innovative engagement strategies that bring the perspectives of people directly impacted by health inequities into the process to the greatest extent possible.
- Centering the values of inclusiveness and equity to design a process accessible to diverse groups of people.

The consultants facilitated this first phase of planning that included intensive work with groups of key MeHAF stakeholders over a two-week period. Staff, Board, and Community Advisory Committee members were engaged through several workshop sessions to generate initial ideas. These workshops were followed by several days of processing the information generated, further ideation and iteration by a smaller “core team” including members of each of those three groups (Board, CAC & staff) to arrive at a proposed approach to the next phase of planning work. During this process key questions were explored to guide our planning.

This design work was structured to be iterative and to build upon the collective wisdom, experience, and perspectives of all participants. Given this approach, beginning with the workshops and proceeding through the core team’s work, potential directions emerged organically that went beyond those we initially outlined as questions or goals and new questions for exploration continued to surface. Through this iterative processing of ideas and possibilities, the core team ultimately arrived at a proposal with three components for which further planning is needed for development into specific funding opportunities, several of which will require community input. These discussions included consideration of how much of the gift might be allocated to each. The proposed draft planning framework was shared for the Board and CAC’s consideration and approval. Trustees and CAC members reviewed and provided input on the draft planning framework. Selected comments and questions from that discussion include:

- Projects identified under item 2 (additional resources for current/recent programs) can be started within the next six months.
  - Expanding existing work that has been informed by our strategic framework is a good idea.
- There must be transparency in designing a process for equity decision-making so that all involved know the available funding amount.
- There are many ideas for the amount of money available. Can we work to leverage the Scott gift to get another \$9M? (Staff responded that this is a goal.)
- We would like to understand this gift as an investment and need to keep this front of mind as we do the planning. System change that will be long-lasting and will ultimately benefit individuals.
- Suggestion that if we move forward with a charrette about crisis response services, that it focus on looking at systems rather than individuals.

*It was MOVED, SECONDED (Squires/Sabattus), and VOTED UNANIMOUSLY to approve the planning framework and funding allocations as presented.*

## Updates

Dr. Wendy J. Wolf Health Leadership Award: CEO Leonard and Communications Manager Jeb Murphy shared that the committee for this year’s Dr. Wendy J. Wolf Health Leadership Award is comprised of Trustees Beth Bordowitz, Kevin Lewis, and Grace Odimayo, and CAC members Donna Brown, Kenney Miller, and Sara Squires. Request for nominees has been distributed and is open until June 2.

*Community Advisory Committee members, staff, and guests were thanked for attending and then left the meeting so Trustees could conduct their meeting check-in.*

**Executive Committee – Ms. Catherine Ryder (Chair)**

Trustee Check-in: *Trustees entered into Executive Session at 3:23 pm (Lewis/King) for the purpose of gathering feedback about the meeting process, solicit suggestions for improvement, or other issues of concern. At the close of this discussion, they left Executive Session at 3:39 pm (Sabattis/Lewis).*

**Next Meeting**

The Board will next meet on Thursday, June 15, 2023. The CAC will next meet on July 19, 2023.

**Adjournment**

The meeting adjourned at 3:40 pm.

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



**Attachment**

**Email Voting Replies for April 13 CAC Consent Agenda and New, Renewing, and Officer Slates**

Dear Community Advisory Committee Members,

Since there was not a CAC quorum present at the April 13 Joint Board and Community Advisory Committee Meeting/Annual Meeting in Skowhegan, it was not possible to finalize the vote on multiple agenda items, so we need to do this via email. The minutes and slates were presented and unanimously approved by those present. Please answer the following questions.

I agree to complete the MeHAF Annual Meeting voting for Community Advisory Committee minutes, membership, and officers via email.

- Yes
- No
- Abstain

I agree to approve the minutes of the January 23, 2023, meeting.

- Yes
- No
- Abstain

I agree to the election of the Governance Committee's slate of renewing CAC members below (those on the slate must abstain):

- Yes
- No
- Abstain

**Renewing Community Advisory Committee Members**

**Service Term: 2023 – 2026**

Kenney Miller  
Shirl Weaver

I agree to the election of the Governance Committee's slate of new CAC members below:

- Yes
- No
- Abstain

**New Community Advisory Committee Members**

**Service Term: 2023 – 2026**

Katie Adams  
DrewChristopher Joy  
Kenneth Lewis

I agree to the election of the Governance Committee's slate of new CAC officers below:

- Yes
- No
- Abstain

**Recommended Officer Slate of the  
Community Advisory Committee Officers**

**Service Term: 2023-2023**

Fowsia Musse, Chair  
Sara Squires, Vice Chair

Please reply by the end of the day on **Tuesday, April 18, 2023.**

Thank you.

Regards,

Barbara

Barbara A. Leonard, MPH | President and CEO | [MeHAF](#)

## REPLIES

**NÉLIDA BERKE**

Yes, to all!!!

Thank you.

**DONNA BROWN**

Yes to all.

**ELSIE FLEMINGS**

Likewise, yes to all. Thank you!

**FENTON JONES**

I would also echo that. Yes to all.

**KENNEY MILLER**

Yes to all items.

**NOAH NESIN**

Yes to all.

**JESSICA OAKES**

I also vote yes to all.

**BEN SPRAQUE**

Yes to all, thank you!

**JOBY THOYALIL**

Yes to all.