

**Maine Health Access Foundation**  
**Joint Meeting of the Board of Trustees and Community Advisory Committee**  
**April 8, 2021**  
*(Held via videoconference.)*

Trustees Present: Dr. Connie Adler (Chair); Roy Hitchings, Dennis King, Michael Lambke, Barbara Leonard (*ex-officio*), Tony Marple, Edward Miller, Claudette Ndayininahaze, Bruce Nickerson, Grace Odimayo, Susan Roche, Catherine Ryder, Toho Soma

Trustees Absent: Clarissa Sabattis, Odette Thurston

CAC Members Present: Tracey Hair (Chair), Thomas Bartol, Gia Drew, Dennis Fitzgibbons, Rob Kieffer, Noah Nesin, Abdulkerim Said, Reshid Shankol, Shirl Weaver

CAC Members Absent: Gloria Aponte C., Jacqui Clark, Matt Dexter, Elsie Flemings, Kenney Miller, Fowsia Musse, Elizabeth Neptune, Jessica Oakes

Guests Present: Nélide Berke, Beth Bordowitz, Kate Dumas, Peter Fackler, Yang Fan, Becca Matusovich, Carly Milkowski, Michael Wood, Sue Woods, Ian Yaffe, Erika Ziller

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

**Welcome**

Chair Connie Adler called the meeting to order at 1:02 p.m., and welcomed those present.

**Health Access and MeHAF's Work – A Twenty Year Look-Back**

Presentation of 2020 Annual Report: Communications Associate Jeb Murphy presented the MeHAF 2020 Annual Report and noted that it was mailed to all Trustees and CAC members prior to the meeting. The report reflects on MeHAF's first 20 years through a storytelling narrative and also contains a list of 2020 grants (including grants made in response to the COVID-19 pandemic) and contracts along with the statement of MeHAF's financial position. CEO Leonard thanked Communications Associate Jeb Murphy for leading the team in the development of the report, along with all staff for their individual contributions.

Access to Care and Health Status in Maine – A Chartbook: CEO Leonard welcomed Dr. Erika Ziller, Assistant Professor and Chair of Public Health at the University of Southern Maine, who led a special presentation on 20 years of Maine demographic and health access data. She presented highlights from a retrospective chartbook that MeHAF and USM are developing for publication later this spring, noting that:

- Maine has seen important health access improvements in the past 20 years, particularly in the uninsured rate.
- Certain populations, including young adults and Black, Indigenous and other people of color, face poorer health care access.
- Maine's demographic shifts should be considered in future health access planning.

Trustees and CAC members participated in a facilitated discussion around the information presented focusing on the questions -- *What are the most important ways MeHAF has influenced access and coverage over the past 20 years? What opportunities still remain, or are emerging for the next 20 years?* Several themes arose from small group conversations that will be discussed in more detail with staff and the Strategic Planning Committee. High-level themes are noted below; complete notes from the conversations are available on request.

- MeHAF has influenced access and coverage over the past 20 years through: key programmatic efforts related to safety net medical and dental services; ACA implementation

including early support of Community Health Options; strong commitment to advancing equity and raising the voice of people disproportionately affected by healthy system inequities; building opportunities for communities to define and address the health issues of importance to them; funding non-traditional groups; supporting advocacy.

- Key opportunities for the coming 20 years include: continuing/expanding focus on social determinants of health as a key to improving health, while tying this to MeHAF's mission of promoting access to health care; continued focus on advancing equity in key areas, including access to and quality of care, access to information; meaningful data collection and reporting for smaller communities and populations; cost of care and coverage for individuals and small employers; influencing government and the philanthropic sectors to work with and in response to communities; continue to influence rural health, oral health, public health, etc.

### **Board Consent Agenda**

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

- President's report
- February 11, 2021, Board meeting minutes
- Board Resolution for Check Signing Authority
- February Treasurer's report
- Financial Dashboard

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

Community Advisory Committee Chair Tracey Hair asked if any items on the CAC consent agenda required discussion. Hearing none, *it was MOVED, SECONDED (Bartol/Weaver), and VOTED UNANIMOUSLY to approve the minutes of the January 20, 2021, CAC meeting.*

### **Governance Committee – Mr. Toho Soma (Committee Chair)**

Election of Board and CAC Slates: Governance Committee Chair Toho Soma expressed appreciation for the work of the Committee over the year and its efforts to present a high caliber slate of candidates for 2021.

#### **Board Slate:**

Chair Adler, on behalf of the Governance Committee, recommended the re-election of the following Trustees to the Board for another three-year service term (2021-2024):

Dennis King (third term)  
Susan Roche (second term)  
Toho Soma (second term)

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

Mr. Soma, on behalf of the Governance Committee, recommended the election of the following Trustee candidates to the Board for a three-year service term (2021-2024):

Samuela Manages  
Abdulkerim Said  
Ian Yaffe

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

Chair Adler, on behalf of the Governance Committee, recommended the following individuals for Board Officers for 2021-2022:

Catherine Ryder, Chair  
Toho Soma, Vice Chair  
Odette Thurston, Treasurer  
Susan Roche, Secretary

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

**CAC Slate:**

CAC Chair Tracey Hair, 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 (2021-2024):

Gia Drew  
Elsie Flemings

*It was MOVED, SECONDED (Fitzgibbons/Weaver), and VOTED UNANIMOUSLY (with the nominees present abstaining) to approve the renewing Community Advisory Committee member slate as recommended.*

CAC Chair Hair, on behalf of the Governance Committee, recommended the election of the following candidates to the Community Advisory Committee for a three-year service term (2021-2024):

Nélida Berke	Benjamin Sprague
Donna Brown	Sara Squires
Rebecca Matusovich	Joby Thoyalil

*It was MOVED, SECONDED (Drew/Dennis), and VOTED UNANIMOUSLY to approve the new Community Advisory Committee member slate as recommended.*

CAC Chair Hair, on behalf of the Governance Committee, recommended the election of the following CAC officers for 2021-2022:

Gia Drew, Chair  
Fowsia Musse, Vice Chair

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

Dr. Samuela Manages, Mr. Abdulkerim Said, and Mr. Ian Yaffe were welcomed as newly-elected Trustees. Ms. Nélida Berke, Ms. Donna Brown, Ms. Becca Matusovich, Mr. Benjamin Sprague, Ms. Sara Squires, and Mr. Joby Thoyalil were welcomed as newly-elected CAC members. The new member orientation is scheduled to be held virtually on May 5.

**Ratification of Equity Operating Principles:** MeHAF identified advancing equity as a core organizational value during our 2017 strategic planning process. As we continue to shape our work to be consistent with that value, we are beginning to develop tools that help us to know when we are

doing so. The MeHAF Equity Subcommittee, supported by a staff Equity Workgroup, created a set of Equity Operating Principles that have been reviewed and supported by both the CAC and the Board. The version of the Equity Operating Principles shared with the group incorporates the guidance and suggestions from both the Board and CAC, and was affirmed by the Equity Subcommittee at its meeting on March 19. The Subcommittee has committed that the Principles will be regularly reviewed and updated as needed.

The Board and Community Advisory Committee were asked to jointly ratify the Principles so that they can be used to guide MeHAF's work in the future.

*It was MOVED, SECONDED (Marple/Hitchings), and VOTED UNANIMOUSLY for the Board of Trustees and the Community Advisory Committee of the Maine Health Access Foundation to ratify the Equity Operating Principles, as a tool to guide the foundation's work.*

### **Service Acknowledgements for Departing Trustees and CAC Members**

Chair Adler and CEO Leonard acknowledged Trustees and CAC members who were finishing up their terms or who had stepped off over the past year. Trustees Connie Adler, Deb Deatruck, Roy Hitchings, Tony Marple, and CAC members Gloria Aponte C., Norma Desjardins, Dennis Fitzgibbons, and Abdulkarim Said were all thanked for their dedication and time noting how their input had enriched the work of MeHAF. It was noted that Abdulkarim Said will be moving to the Board of Trustees at the close of this meeting. Each will receive a token of appreciation by mail and was offered the opportunity to share reflections of their time on the Board or CAC.

Board Chair Connie Adler and CAC Chair Tracey Hair were acknowledged for their service as Chairs for the past year and will receive tokens of appreciation by mail.

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

Chair Adler noted that in accordance with the MeHAF bylaws, the Annual Meeting is open to the public. She welcomed those participating, and invited all to share any comments.

### **Strategic Planning Committee – Mr. Ed Miller (Chair), Mr. Frank Martinez Nocito (Program Officer)**

**Restarting the Community Responsive Grant Program Pilot:** SPC Chair Ed Miller and Program Officer Frank Martinez Nocito presented a proposed approach to restart the Community Responsive Grants (CRG) program. Those present were reminded that last year, as part of our reprogramming of funds toward pandemic response, we made the strategic decision to postpone the anticipated second year of the Community Responsive Grants program, which was initiated in late 2019. As we move into 2021, we have budgeted for a balanced approach between continuing to provide dedicated funds for critical aspects of COVID-19 response and supporting the new programs we planned as part of implementation of the strategic framework. A memo was distributed which outlined the plan to restart the program noting that several changes proposed will more closely align the operational aspects of the program with those of the Systems Improvement and Innovation Responsive Grants (SIIRG) program. The Strategic Planning Committee is recommending Board approval.

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

*It was MOVED, SECONDED (King/Hitchings), and VOTED UNANIMOUSLY to approve funding to restart the Community Responsive Grants program for up to a total of \$625,000 for grants, technical assistance, and evaluation as recommended by the Strategic Planning Committee.*

**Oral Health Concept Memo:** SPC Chair Ed Miller and Program Officer Frank Martinez Nocito reported that the Maine Oral Health Funders (MOHF), in collaboration with the Partnership for Children’s Oral Health, has developed a multi-year plan to support strategic opportunities to strengthen Maine’s oral health safety net. A concept memo was shared which outlined the goals established and how the work will be supported by a pooled fund at Maine Community Foundation to which philanthropies engaged in the MOHF will contribute. As part of this collective effort, Maine CDC’s Oral Health Program is also seeking federal funds that would complement this work (those funds would not be included in the pooled fund). The goal is to transform Maine’s oral health system into one that meets the needs of all of Maine’s people, and that is sustainably financed through reimbursement without ongoing reliance on philanthropic grants to fill routine gaps in annual operating budgets due to chronic under-funding of oral health services for MaineCare and uninsured people. The Strategic Planning Committee is recommending Board approval.

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

Trustees and CAC members discussed what sustainable oral health and access to dental care will look like and how it might be achieved. The importance of oral health education was stressed noting that there is a lack of knowledge around oral health. If support can be focused on prevention, then funding to fix problems later can be reduced.

*It was MOVED, SECONDED (Adler/Odimayo), and VOTED UNANIMOUSLY to approve funding of up to a total \$400,000 over four years (2021-2024), including \$300,000 in contributions to the MOHF pooled fund to support the joint initiative, “Transforming Maine’s Oral Health System to Serve All Mainers,” and an additional budget of up to \$100,000 to support related needs, as recommended by the Strategic Planning Committee.*

### **Finance Committee – Mr. Bruce Nickerson (Chair)**

Socially Responsible Investing Considerations for MeHAF’s Endowment: Mr. Nickerson reported that The Finance Committee is continuing the process to consider whether and how to incorporate a lens of socially responsible investing (SRI) into the management of MeHAF’s endowment. In December 2019, based on the recommendation of the Committee, the Board voted to add a section to the Investment Policy Statement (IPS) that acknowledged the potential for SRI. He reminded Trustees and CAC members that in 2016 the Finance Committee and Board had approved guidance related to Mission-Related Investing, based on experience from a partnership with FAME to support loans to purchase electronic medical records. He noted that MeHAF’s investment advisors, Prime Buchholz, are providing background information to support the discussion, and additional external resources will also be tapped.

Consultant Kate Dumas, CFA, who is co-lead and a founding member of the Prime Buchholz mission-aligned investment committee, was welcomed and provided an overview of socially responsible investing and how it could apply to MeHAF’s endowment. Trustees and CAC members participated in small group discussions to consider several questions following Ms. Dumas’s presentation, including -- *What do Trustees and CAC members see as exciting and/or concerning, and what questions do you have, relative to moving more toward SRI, especially as related to MeHAF’s mission, values, and existence “in perpetuity?”* This feedback will inform the Finance Committee’s discussion at its May meeting, with an ultimate goal of a recommendation to the Board for consideration at its meeting in December. Several themes arose from small group conversations that will be discussed in more detail with the Finance Committee. Some high-level themes and questions are noted below; complete notes from the conversations are available on request.

- What’s exciting: Putting MeHAF’s mission in action in a more holistic way; it’s our responsibility – cannot cause harm in communities we are seeking to support through grantmaking; potential for exploration of local investments; taking this issue on proactively,

as follow up to discussion of private equity; potential to direct more of MeHAF's assets toward mission.

- What's concerning: Challenge of measuring what investments really are socially responsible; finding appropriate local investments may be complicated; balancing social responsibility with requirement to maintain "in perpetuity;" ensuring understanding of the level of risk of SRI investment vehicles.
- Questions: How would investing locally work? Is there a balance in traditional funding and SRI funding? Are we considering proxy voting as a way to have influence?

Mr. Nickerson thanked everyone for their thoughtful input during the discussions. He noted that Odette Thurston is the incoming Chair of the Finance Committee which will deliberate on this evolving. CEO Leonard noted that the Finance Committee will be sending out a survey to Trustees, CAC members, and staff to gather additional feedback as we negotiate this process.

## Updates

**Report on COVID-19 Funding in February and March:** CEO Barbara Leonard reported that at its February 11, 2021, meeting, the Board approved a concept memo outlining current priorities for grantmaking to support COVID-19 response for groups at disproportionately high risk. MeHAF's 2021 budget included \$800,000 for this purpose. The request approved at the February Board meeting allocates up to \$700,000 of that funding. Two focus areas outlined were approved by the Board and progress updates were shared:

1. **Immigrant-led organizations responding to COVID-19:** Rapid response to ensure that services for Maine's immigrant-led and ethnic community-based organizations are able to continue their important pandemic work in communities.
  - At a special meeting held on February 25, the Executive Committee approved a grant of \$250,000 to Maine Initiatives as a major step toward implementing this response. This grant will allow Maine Initiatives, through its Immigrant-led organization pooled fund, to combine MeHAF dollars with \$295,000 from nine other Maine funders to address the outlined needs. Maine Initiatives is serving in a critical coordinating role, so \$40,000 of the grant will support them in this effort, with the remainder to be distributed to community-based organizations.
2. **Supporting efforts to ensure that community-dwelling older rural Mainers get vaccinated:** VPP of Programs Ruta Kadonoff reported that the Area Agencies on Aging have been critical to supporting older Mainers as they navigate the vaccination process. Their efforts have included redeploying staff and advanced volunteers to focus on vaccine-related calls, coordinating with local vaccine providers to understand their processes as they evolve and to work out the best pathways to assist AAA callers with scheduling, and working with other community partners to manage referrals for needed supports such as transportation to vaccination sites.
  - MeHAF has allocated \$100,000 of the \$250,000 total approved to support this population in accessing vaccines, making \$20,000 unrestricted, directed grants to each of the five AAAs across the state. These grants were made using the same streamlined process established for COVID-related directed grantmaking in 2020.

Our intention has been to reserve the remaining funding in this category to support vaccine access for older people who are homebound and unable to travel to a vaccination site, once a process for vaccinating this group of people is established. Ms. Kadonoff noted that this is currently happening without MeHAF's funding and

we will determine if there are gaps in resources which MeHAF resources can help to fill.

**Dr. Wendy J. Wolf Health Leadership Award:** CEO Leonard noted that we are seeking two additional Trustees to volunteer to serve on Dr. Wendy J. Wolf Health Leadership Award Committee.

*At this point in the meeting, CAC members, guests, and staff left the meeting.*

### **Executive Committee – Dr. Connie Adler (Chair)**

**CEO Annual Review:** *At 4:11 p.m., it was MOVED, SECONDED (Ryder/Nickerson), and VOTED UNANIMOUSLY for the Trustees to enter Executive Session for the purposes of discussing CEO Leonard's annual review and conducting Trustee check-in and meeting evaluation.*

*At the close of this discussion, it was MOVED, SECONDED (Hitchings/King), and VOTED UNANIMOUSLY to leave Executive Session at 4:33 p.m.*

*It was MOVED, SECONDED (Hitchings/Marple), 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 Meetings**

The Board will next meet on Thursday, June 10, 2021. The time of this meeting has been changed to 9:00-12:00 from 12:00-4:30 to accommodate participation in the Grantmakers In Health Annual Conference by interested Trustees, CAC members, and staff. The CAC will next meet on July 14, 2021.

### **Adjournment**

The meeting adjourned at 4:40 pm on a *MOTION* by King/*SECONDED* by Marple.

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