



BOARD OF DIRECTORS (VIRTUAL) MEETING
January 17, 2023, 12-2 pm

BOARD MEETING MINUTES

Members Present:

Vickie Bradley, MPH, BSN, RN
Goldie Byrd, PhD
Lori Byrd, DNP, RN, CRE, LPC
Jennifer Jordan, MD
Andrew Kaiser
Brian McGinnis, FACHE, FACMPE
Richard Montague
John Morrow, MD, MPH
Timothy Norris, MBA, SPHR, SHRM-SCP, CHBC
Lawrence Nycum, MD, MMM
Carrie Rosario, DrPH, MPH, CHES, TTS
Adam Sholar, JD
David Sousa, JD
Betsey Tilson, MD, MPH
William Way, MD

Members Absent:

Anita Bachmann, MHS
Reuben Blackwell, IV
Lyndsay Edwards, PA
Brian Gwyn, MBA
Cory Hess, MBA
Perrin Jones, MD

Staff Present:

Marsha Bailey
Ruby Brinkerhoff
Kathy Colville, MSW, MSPH
Khristian Curry, MPH, CHES
Emily Hooks, MEd
Brieanne Lyda-McDonald, MSPH
Peter Morris, MD, MPH, MDiv
Kaitlin Phillips, MS
Michelle Ries, MPH



Guests Present:

Erin P. Fraher, PhD, MPP, Carolina Health Workforce
Hugh H. Tilson, Jr., JD, MPH, North Carolina AHEC

Welcome and Call to Order – Carrie Rosario, Chair

Carrie Rosario, Chair, brought the meeting to order with opening remarks. The meeting was held via teleconference (Zoom).

Brian McGinnis read the mission of the NCIOM.

Dr. Rosario welcomed new board member, Jennifer Jordan, MD.

October 2022 meeting minutes were brought forward for approval.

Motion was made by Tim Norris to approve the minutes. Motion was seconded by Richard Montague.

Presentation of the Current Financial Position and Operations

Presentation by Kathy Colville, President & CEO

Current financial position:

Truist Checking Account	\$ 208,854
Truist Money Market Account	\$ 1,445,400
PayPal Account	\$ 18,587
Morgan Stanley Investment Account	\$ 912,970
TOTAL	\$ 2,585,811

Kathy presented the tentative FY22 Audit dates, including the Audit Presentation to the Board scheduled for the April 18, 2023, Board of Directors meeting. Kathy noted that board meetings will take place in person starting in July 2023, location to be determined.

Kathy provided an update on the move of NCIOM offices to Sheps Center. NCIOM staff have relocated to the Sheps Center for Health Services Research located at 725 Martin Luther King, Jr., Blvd. in Chapel Hill, NC. The new shipping address for packages is 130 Mason Farm Road, Chapel Hill, NC 27599. Over the next several months, the Davis Drive location will be purged. The Davis Drive location will be vacated by the end of April 2023.

Kathy provided an overview of the focus areas at 2023 board meetings. At the April meeting, there will be an audit presentation, vote on the FY24 budget, and new board member

recommendations. In July new board officers will be elected and there will be a vote on new NCIOM members. The October board meeting will focus on regular business and the Annual Meeting will take place on Tuesday, November 14, at the McKimmon Center in Raleigh.

Program Updates

Presentation by Michelle Ries, Associate Director, NCIOM:

Michelle reviewed the task forces that we have recently completed: the Carolinas Pandemic Preparedness Task Force and Task Force on the Future of Local Public Health. Both were published this fall and can be found on the NCIOM webpage:

<https://nciom.org/publications/>.

Each task force has a legislative briefing, NCIOM member briefing, and launch webinar scheduled or already completed to accompany the report publication:

Carolinas Pandemic Preparedness Task Force
Launch Webinar 10/17
Legislative Briefing 12/12
NCIOM Member Briefing 12/12

Task Force on the Future of Local Public Health
Legislative Briefing 12/12
NCIOM Member Briefing 12/12
Launch Webinar date TBD

Michelle reviewed the current status of the following ongoing and new Task Forces and Projects

- Task Force on Maternal Health – action teams focused on Neonatal Levels of Care, Equity in Practice, and Maternal Levels of Care; maternal health work group.
- Task Force on Healthy Aging – currently drafting recommendations.
- Task Force on Oral Health Transformation – work groups focused on Payment Models, Care Integration, Pathway Development, and Provider and Consumer Experience.
- Essentials for Childhood –Statewide Policy Institutes held in late October, and currently working with DPH on development of goals for next funding application (CDC).
- Opioids – ongoing.
- Task Force on the Future of Nursing – new task force, steering committee currently developing list of members and refining scope.
- 2023 Child Health Report Card – will be published in April.
- Center on the Workforce for Health – ongoing.



Presentation by Emily Hooks, Program and Evaluation Manager, NCIOM:

Emily led a reflection on the 2022 Annual Meeting. There were a total of 328 in-person attendees and 38 virtual attendees. We collaborated with 58 leaders throughout the state to speak, moderate, facilitate, and present at the meeting. We secured \$52,000 in sponsorships. Emily reviewed the challenges, approaches, and results of planning the annual meeting.

Creating a direct connection to policy was a key NCIOM goal when developing the annual meeting agenda. Our approach for making this connection included hosting a bipartisan panel of legislators. This resulted in positive feedback from attendees, including mentioning that they would be interested in hearing from the governor's office and directly from leadership from the NCGA.

Emily also shared an update on NCIOM organizational development activities focused on cultural competency. Staff met with facilitator/coach Shayla Herndon-Edmunds in December 2022 and will meet again in February 2023. Emily shared a quote from Shayla highlighting the importance of our team engaging with these topics.

Presentation by Michelle Ries, Associate Director, NCIOM:

Michele shared a new project that is currently in development: the NCIOM Evolve Project. This is a joint project between North Carolina Institute of Medicine (NCIOM) and the South Carolina Institute of Medicine & Public Health (IMPH). The goal of this project is to reexamine and update our processes for informing health policy and developing actionable recommendations for policy and practice change. Funding will allow us to intentionally engage in process improvements in order to more effectively play these critical roles.

Presentation by Kaitlin Phillips, Communications Director, NCIOM:

Kaitlin provided an update on our communication plan. She began with the 2023-2024 NCIOM communications goals which include:

- Implement a project-based approach to communications
- Share a clear, consistent point-of-view
- Better understand audiences
- Lean into public discourse
- Build communications capacity

Kaitlin described the importance of developing a consistent tone within organizational materials to ensure we are communicating with shared values and optimistic, positive language. The key messages for our communications strategy include the following:



- We are committed to better health for all North Carolinians.
- We are an anchor organization for health policy, bringing people together with common purpose.
- We are forward looking and focused on solutions.
- The NCMJ is recognized as a leading health policy and practice publication in the state.

Kaitlin also updated the board on the North Carolina Medical Journal (NCMJ) by starting with news that we have shifted from HighWire to Scholastica and SendGrid for digital production. This streamlines the process for publishing the journal and lends to a overall better experience for everyone. Recent issues of the journal included The Workforce for Health (Nov/Dec 2022) and Maternal Health in North Carolina (Jan/Feb 2023). Upcoming issues include Healthy Aging (Mar/Apr 2023) and Trust in Health-related Institutions (May/Jun 2023).

Presentation by Michelle Ries, Associate Director, NCIOM:

Michelle shared the recently created [40th anniversary video](#). She shared that we have been collecting stories from past and current partners to reflect on the work achieved in the past 40 years. Board members are invited to share any ideas they might have for 40th anniversary celebrations with Michelle or Kaitlin.

Goldie Byrd asked about the plan to distribute the 40th anniversary video. Kathy responded by sharing that the video debuted at the 2022 Annual Meeting. The video is also available on the NCIOM website, and we are considering adding links to the bottom of staff email signatures. The video will also be in the next impact report, and we will be asking people to share their stories. Board members are also asked to share the video within their networks.

Program Focus and Board of Directors Strategic Discussion: NC Center on the Workforce for Health

Kathy Colville, President/CEO, NCIOM; Erin P. Fraher, PhD, MPP, Sheps Center and Carolina Health Workforce; Hugh H. Tilson, Jr., JD, MPH, North Carolina AHEC

Kathy introduced guests, Erin Fraher from the Health Workforce Resource Center, and Hugh Tilson from NC AHEC. Both organizations are key partners in realizing the vision of the NC Center on the Workforce for Health, which aims to develop a center focused solely on workforce development in our state.

Pillars of the NC Center on the Workforce for Health include communication, access, synthesis, and action. The center will be designed to serve two broad “use types”:

- People and organizations looking for data, evidence, and support that they will use to solve their own workforce challenges.

- People and organizations that have identified workforce challenges that require collaboration and collective action, such as state investments in programs, policy changes, and system improvements.

There have been 3 meetings to date to begin the process of co-designing the center and get feedback from various perspectives. The desire is to take a balanced approach that serves the perspectives of information seekers and those wishing to collaborate.

Erin Fraher shared that she has been conducting workforce research for 30 years. Part of her current work is tracking emerging topics and data pertaining to behavioral health workforce needs. The pandemic has created enormous opportunities to address long term systemic workforce challenges. There are opportunities with the state to make sure the data we generate gets into the hands of the people that need it. She is excited for this partnership, including the opportunity to co-design workforce strategies that address diversity and equity. Hugh shared that the goal of the center is not just about access to care, but about access to health. We want to have the conversation about the difference between the two – health vs. health care. This is also an opportunity to keep workforce as priority, even as other things capture interest and energy.

Kathy asked the board members what guidance they would offer our team and what other initiatives are underway that may intersect with or support this work.

David Sousa shared that the Chamber of Commerce should be engaged as there are incredibly focused on the issue of healthcare workforce contribution to overall workforce issues. Kathy shared that the group has engaged with the Chamber of Commerce and they have introduced the topic of total pipeline management – our understanding is that they choose focus on different industries – they are strongly considering focus on healthcare as the first topic they explore.

Elizabeth Tilson shared that the BCBS Foundation is investing a lot of money on workforce issues. There is currently a lot of momentum and money, and we want to make sure we are collaborating with them on this as well. Michelle shared that we have been working with Katie Eyes at BCBS Foundation on this concept and developing what something like this could look like. She also shared that we have had a few conversations with The Duke Endowment on funding, and Hugh has also had multiple conversations.

Elizabeth Tilson shared emphasized the importance of understanding the work that is currently happening and making sure we complement what is already happening and consider how this work complements each other. Kathy shared that a part of the work of the center is mapping out everything that is happening right now.

Adam Sholar shared that he is very appreciative of this effort, and addressed the fact that it is not only hospitals having acute staffing challenges, but his experience in working with nursing homes have shown him that this is also a major problem within these facilities, and it is projected to get worse without intervention. He also expressed the importance of collaborating with NCDPI for pipeline development purposes. Certain parts of health care will be competing for workers like never before over the coming decades. It is important for the work to take this into account and as we are educating policymakers, emphasizing the critical nature of our current state – we need a state level policy intervention.

Tim Norris asked about employer engagement and how smaller employers could engage with the center. Kathy shared access is a pillar of the center, and small employers will have access to meaningful information. Synthesis is another pillar, so there will be opportunity to engage with someone at the center to better understand the data, making connections with others in the state who are struggling with similar issues.

Tim noted the importance of leaning on Chamber of Commerce as much as possible because the state chamber is always looking for opportunities to serve the state.

Erin and Hugh responded to board members' comments and advice in their final remarks. Erin echoed the importance of engaging with the Chamber of Commerce. She noted that partnership is critical in developing a center that addresses both local and state workforce needs. Hugh stated K-12 is involved in this work, and the vision is that this center will have capacity to respond to questions and needs of communities and the state.

Report from Membership Committee

Michelle Ries, Associate Director, NCIOM, and David Sousa, Board of Directors, NCIOM

Michelle reviewed new members in 2022 and the membership proposed revisions to bylaws which included refining term lengths and the process for removing members. David Sousa shared that the reputation of NCIOM is strong and respected within and outside of our state. By putting together these provisions, the membership committee felt very strongly that if any members pose any inappropriate behavior that jeopardizes the reputation of NCIOM, there is a need for a provision to allow the board to take action to prevent any damage. Goldie noted that the membership committee also felt that there's not an intention to admonish people but to be able to address potentially damaging scenarios to our relationships.

Adam Sholar asked if NCIOM staff were comfortable making the decisions that members who change professional status are removed from membership. David stated that staff felt comfortable doing so and this is initial step in putting it in the bylaws.

John Morrow asked if there is a section for an emergency meeting if a member needs to be removed. Carrie Rosario stated there is an ad-hoc meeting section.



Carrie called for a vote. All members voted to pass the motion, and no members were opposed.

Report from the Executive Committee

Kathy Colville, President/CEO, NCIOM and Carrie Rosario, Chair of Board of Directors, NCIOM

The following seven members are eligible for re-appointment for a second full term:

- Reuben Blackwell
- Goldie Byrd, PhD
- Lori Byrd, DNP, RN, CRE
- Lyndsay Jensen Edwards, PA
- Perrin Jones, MD
- Carrie Rosario, DrPH, MPH, CHES
- Adam Sholar, JD

These board members will complete their second full terms at the end of 2023:

- Lawrence Nycum, MD, MMM (Appt: Speaker of the House)
- David Sousa, JD (Appt: Senate President)

Kathy invited board to think of replacements and consider the matrix that outlines where there might be gaps in terms of experience, areas of expertise, etc.

Elizabeth Tilson noted that having someone represent the business community will be important and may enhance membership.

Carrie encouraged the board to think about suggestions and broad categories of gaps and send to Marsha, and she will compile, and the executive committee will review for consideration, but the decision lies with the appointing bodies.

Kathy noted that all of this has to be voted on by the legislature and will go in an appointments bill prior to June 30th.

Carrie shared that the Executive Committee recommends resuming in-person meetings with an option of virtual attendance starting at the July board meeting.

Andrew Kaiser shared that as a new board member he looks forward to it. Richard Montague, Goldie Byrd, and Bill Way echoed this and agreed in-person time is valuable.

President's Report

Presentation by Kathy Colville, President/CEO, NCIOM:

Celebrations

- NCIOM Annual Meeting

- Three years of increased funding for NCMJ from The Duke Endowment (TDE) – Kathy noted that TDE has asked us to think through the why and redesign our process to really reflect the purpose and goal of the NCMJ and rethink how we’re doing this and all the elements of publishing the journal.
- Smooth first phase move to Sheps thanks to Marsha.
- Publication of the task force report on Future of Local Public Health in NC.
- Successful Essentials for Childhood policy institutes thanks to Michelle.

Organizational Assessment Progress

- Communications – we are still working toward completion of the communications plan and understand that it is essential to knowledge dissemination.
- Legislator Relationships – Identify staff resources to lead this work. Two staff resignations in December has contributed to a delay.

Board Appreciation

- David Sousa for his review of contracts and bylaws.
- Tim Norris, David Sousa, Perrin Jones, Cory Hess, Brian McGinnis, Carrie Rosario, Sara Stoneburner, Lori Byrd, Betsey Tilson, William Way, John Morrow for their Annual Meeting participation.
- Lori Byrd, Cory Hess, Adam Sholar for serving as Annual Meeting 2022 “Thought Partners”.
- Brian Gwyn for anchor support from Atrium Health.

Excellent Work from NCIOM staff

- Emily Hooks – Annual Meeting
- Marsha Bailey – First Phase of Sheps Move
- Kaitlin Phillips – Strategic Communications Plan
- Khristian Curry – Oral Health Task Force and Neonatal Levels of Care Workgroup

Evaluation

Emily Hooks, Program and Evaluation Manager, NCIOM

Emily led a plus/delta activity for this meeting to determine what was effective about this meeting and what opportunities there are for improvement.

Adjourn

Motion was made by Carrie to adjourn the meeting, and John seconded. Carrie adjourned the meeting at 2:00 pm.