

NCIOM BOARD OF DIRECTORS (VIRTUAL) MEETING
April 18, 2023, 12-2 pm

BOARD MEETING MINUTES

Members Present:

Vickie Bradley, MPH, BSN, RN
Goldie S. 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 R. Nycum, MD, MMM
Carrie Rosario, DrPH, MPH, CHES, TTS
Danny Scalise, MPH, MBA
Adam Sholar, JD
David Sousa, JD

Members Absent:

Anita Bachmann, MHS
Reuben C. Blackwell, IV
Lyndsay Jensen Edwards, PA
Cory Hess, MBA
Perrin Jones, MD
Elizabeth Cuervo “Betsey” Tilson, MD, MPH
William G. Way, Jr., MD

Staff Present:

Kathy Colville, MSW, MSPH, PhD
Khristian Curry, MPH, CHES
Don Gula, MBA
Emily Hooks, MEd
Brieanne Lyda-McDonald, MSPH
Xaris A. Martínez, MA
Peter J. Morris, MD, MPH, MDiv
Kaitlin Ugolik Phillips, MS
Michelle G. Ries, MPH
Ivana Susic, MPH

Guests Present:

Andrea Eason, Principal, Blackman & Sloop

Katie Ledford, Senior Manager, Blackman & Sloop

Shannon Ritchie, Communications Consultant, Nectar Strategies

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).

Lawrence Nycum read the mission of the NCIOM.

Carrie welcomed new board member, Danny Scalise, MPH, MBA; noted the reappointment of Dr. Perrin Jones; congratulated Dr. Goldie S. Byrd for being named the 2023 winner of the Outstanding Women in Business Legacy Award by *Triad Business Journal*; and congratulated NCIOM President and CEO Kathy Colville, for successfully defending her doctoral dissertation on April 17, 2023.

April 2023 meeting minutes were brought forward for approval.

Motion was made by Richard Montague to approve the minutes. Motion was seconded by David Sousa. The vote to approve the minutes was unanimous.

Audit / Finance Committee and Operations Report

Brian McGinnis introduced Andrea Eason and Katie Ledford of Blackman & Sloop Certified Public Accountants.

Andrea confirmed that Blackman & Sloop planned to issue an unmodified opinion on NCIOM's financial statements as of June 30, 2022, once approved.

Katie provided a high-level review of the audit. Under "Assets" in the Statement of Financial Position for FY22, she noted an increase of approximately \$209K due to an Increase in cash due to net income in FY22, as well as receiving payment from The Duke Endowment (TDE) of \$340K on June 27, 2022, and an increase in contracts receivable due to more active programs and North Carolina Department of Health and Human Services (DHHS) slow payments. A difference in the expected timing of promises to give is showing up as a decrease from FY21, but there is little to no change in the amount being promised.

Under "Liabilities and Net Assets" in the Statement of Financial Position for FY22, Katie noted that liabilities increased by about \$22K from FY21 due to deferred revenue, primarily for the Oral Health contract (for which cash receipts exceeded revenue earned). She also pointed out that NCIOM's right of use (ROU) liability was amortized over the life of the lease at the Davis Drive location, but that lease ended in FY23.

In the Statement of Activities and Changes in Net Assets for FY22, Katie noted that NCIOM's support and revenue is down approximately \$261K due to grant revenue decreasing by approximately \$226K because there were only two large grants in FY22 compared to five grants in FY21. Contract revenue increased due to more active programs, but net investment (loss) return decreased due to poor market conditions in FY22. When reviewing NCIOM's FY22 net assets with donor restrictions, Katie reminded board members that revenue is recognized when it is awarded and not when it is spent; these net assets increased by approximately \$234K in FY22.

NCIOM's total revenue, gains, and other support has averaged \$1.5M over the past 4 years, and has increased 49% from June 30, 2019, to June 30, 2022. Expenses averaged approximately \$1.36M over this same time period, resulting in an average surplus of approximately \$176K.

Brian confirmed that the Audit / Finance Committee reviewed the draft audited financial statements for FY22 from Blackman & Sloop and recommended it for approval by the board. The vote to approve the audit was unanimous.

Brian confirmed that the Audit / Finance Committee reviewed the FY24 draft budget and recommended it for approval by the board.

In her review of the FY24 draft budget, Kathy pointed out that NCIOM continues to count on the revenue from their anchor supporters, but that some of these entities were listed as providing \$0 in the draft FY24 budget because they have not supported NCIOM's work in the last couple of years. She shared that NCIOM is working with the Kate B. Reynolds Charitable Trust on a new grant for general operating funds, which is usually a multi-year grant; the draft FY24 budget shows a high estimate for this proposed grant because the FY24 budget does not include an estimate for the Blue Cross Blue Shield general operating fund, which is usually \$150K a year. NCIOM is at the end of a five-year cycle with Blue Cross Blue Shield and have not confirmed whether they will keep providing this same amount of annual support (or more).

Due to the move from Davis Drive to the Sheps Center for Health Services Research, the FY24 budget does not have a line for lease expenses, but it does account for the value of the in-kind contribution (\$28,812). Kathy also noted that, in the past, investment income had been placed under the revenue portion of the budget; since that income is always being reinvested and is not being used to cover operating expenses, the total is now located at the very bottom of the draft budget.

Lawrence Nycom asked if NCIOM would have any overhead costs in the Sheps Center space. Kathy responded that there was \$38,812 in the "rent, parking and utilities" expense line, which includes \$28K for Sheps space (at an estimated cost of \$26/square foot for NCIOM and shared space) and an additional \$10K for an off-site storage unit, PO Box, parking costs, etc. There is also \$23,040 in the "telephone and internet" budget line, which is probably an overestimate.

The vote to approve the FY24 draft budget was unanimous.

Brian McGinnis stated that the following board members had agreed to join the Audit / Finance Committee, pending board approval: Andrew Kaiser, Richard Montague, and Timothy Norris. These board members will join Brian McGinnis, Anita Bachman, and Adam Sholar on the committee. The vote to approve these three additional members to the Audit / Finance Committee was unanimous.

Kathy shared NCIOM's Current Financial Position, as of April 17, 2023:

Truist Checking Account	\$165,776.57
Truist Money Market Account	\$1,374,975.74
PayPal Account	\$5,009.22
Morgan Stanley Investment Account	\$947,764.83
TOTAL	\$2,493,526.36

Kathy mentioned that the Audit / Finance Committee had discussed some potential cash management strategies due to the large balance in the money market account, which far exceeds the \$250K FDIC insurance threshold. NCIOM staff have discussed options with Truist and will be sharing this information with the Audit / Finance Committee.

David Sousa noted that an option would be to open a high-yield savings account, which are currently offering an annual percentage yield (APY) of about 4%. Kathy mentioned that the Truist Money Market Account has a 3.4% APY, so there is room to grow.

Program Updates

Presentation by Brienne Lyda-McDonald, Project Director, NCIOM:

Brienne provided an overview of the purpose and recommendations of the Task Force on Healthy Aging. The purpose of this task force was to determine the structures, investments, and policies needed to support healthy aging in the community as it pertains to the following four areas: falls prevention, mobility, food security / nutrition, and social connections. The task force was supported by DHHS's Division of Aging and Adult Services and Division of Public Health, AARP, and TDE; the task force co-chairs were Tamara Baker, PhD, MA, professor at the School of Medicine at the University of North Carolina at Chapel Hill, and Dennis Streets, recently retired and former Executive Director of the Chatham County Council on Aging.

Recommendations were considered at societal, policy and systems, and program levels. There were four recommendation categories, each of which had several recommendations that, in turn, had several related strategies.

The first recommendation category, "Upstream factors that affect how we experience aging," included the following recommendations: help older adults retain more financial and material

resources to support healthy aging, ensure safe and affordable housing for older adults, and ensure digital equity for older adults. The second recommendation category, "Culture of aging across the lifespan," included the following recommendations: create a community culture that supports healthy aging and collaborate to encourage actions that support healthy aging across the lifespan. The third recommendation category, "Community services and programs," included the following recommendations: strengthen existing programs and services, include aging in local public health and hospital community health assessments, and connect health care with aging issues. The fourth recommendation category, "Workforce to meet the needs of older adults," included the following recommendations: ensure an adequate aging services workforce for the future, ensure a strong workforce to serve older adults, improve ability of Community Health Workers to address the needs of older adults, and support family caregivers.

The next steps in this task force are to present recommendations to NCIOM membership, identity board members to review the report, publish a final report in late Summer 2023, and disseminate the report with responsible parties and partners, including scheduling a presentation to the North Carolina House of Representatives Standing Committee on Families, Children, and Aging Policy with DHHS Secretary Kody H. Kinsley and a presentation to Governor Roy Cooper's policy office.

Brienne also provided a brief overview of the current Task Force on the Future of the Nursing Workforce. She presented data from NC Nursecast that projected a shortfall of 5,044 LPNs (27% shortfall) and 12,459 RNs (11% shortfall) by 2033; the LPN shortfall is most significant in long-term care (nursing home, extended care, and assisted living). The American Nursing Association (ANA) 2022 annual survey showed that over 60% of NC nurses felt stressed and frustrated and over 50% of NC nurses felt overwhelmed and exhausted. Nurses who had changed positions in the past 6 months indicated that they needed a higher income (33%), work was negatively impacting their health or wellbeing (26%), there was insufficient staffing (26%), and they took a different position with the same employer (23%). Nurses who were thinking of leaving their position in the next 6 months indicated that their decision was due to insufficient staffing (39%), work negatively impacting their health or wellbeing (33%), and a need for higher income (31%).

This data provided three animating questions for the task force: How can we creatively respond to strain in the nursing workforce and projected shortages? How can the nursing profession contribute to transformative change in achieving health equity? And how can the nursing workforce be optimized within the changing health care landscape? The purpose of the task force is to determine the structures, investments, and policies needed to enhance and support North Carolina's nursing workforce. The task force is funded by TDE, the North Carolina Pandemic Recovery Office (NCPRO), and AARP; the task force co-chairs are Ernest Grant, PhD, RN, FAAN, immediate past president of the American Nurses Association and currently interim vice dean for diversity, equity, and inclusion at Duke University School of Nursing; Catherine Sevier, DrPH, MSN, president emeritus of AARP NC, and Hugh Tilson, Jr. JD, director NC Area Health Education Center (AHEC).

NCIOM's 2004 Task Force on the North Carolina Nursing Workforce provided 73 recommendations that focused on education programs, nursing faculty recruitment and retention, and nursing work environments. One of the five work groups in the current task force will review the status of these recommendations and determine lessons learned. The other work groups will look at equity in nursing, health care payment models, retention, and education and career progression. The final report is due April 2024. Two board members, Dr. Lori Byrd and Adam Sholar, are participating in this task force. Related activities include a legislative briefing and ongoing connections with NC General Assembly leaders, a presentation to the NC Organization of Nurse Leaders, and providing a fellowship opportunity to UNC-Chapel Hill Hillman Scholars in the School of Nursing.

Danny Scalise noted that "scope of practice" was not mentioned in the presentation and could potentially address staffing shortfall issues. Brieanne said the topic had come up in discussions about how nurses can practice at the top of their license. John Morrow asked what the NC Nursecast and ANA data showed about the current nursing staff shortfall. Brieanne responded that she did not have that information on hand. Kathy added that one of the members of the task force is Erin Fraher, who directs the Carolina Health Workforce Research Center at the Cecil G. Sheps Center for Health Services Research. Erin has shared that nurses who have left the profession in the last couple of years may be coming back in but they are not returning to the same sites; shortages are still being felt in acute and long-term care. John mentioned there were also nursing shortages in rural public health departments. Brieanne said the task force included public health representation. Kathy added that Kimberly Hardy, Director of Nursing and Director of Personal Health for Pitt County Health Department, is on the task force steering committee.

Presentation by Khristian Curry, Project Director, NCIOM:

Khristian shared that the 2023 Child Health Report Card was published on April 4, 2023, in partnership with NC Child. The first Child Health Report Card was published in 1997 and has been published every two years since then; the goal of the report card is to celebrate bright spots and also highlight areas for change for child health outcomes in the state. The report card tracks key indicators of child health and wellbeing in four areas: healthy births, access to care, secure homes and neighborhoods, and health risk factors. The report provides data on health concerns and risk factors such as asthma, teen births, infant mortality, poverty, and child death.

The report card grades are assigned by a panel of health experts from across the state and are subjective measures of how children in NC are faring in the four areas. The grading methods include trend analysis (Are outcomes improving, stabilizing, or getting worse? Are there any glaring disparities?), comparing outcomes to NC's health goals for child health, and comparing outcomes to national averages and data-driven national objectives.

The 2023 summary of grades showed an increase in insurance coverage for both parents and children (A grade) and progress in environmental health, health services utilization and immunization, and preconception and maternal health and support (B grade). There was also a slight improvement in tobacco, alcohol, and substance Use (D grade, up from an F). Areas for improvement include teen births (C grade, down from a B) and school health (F grade, down from a D). The special topic for the 2023 report card was “Children’s Mental Health,” which was a response to concerning trends in suicidality in youth across the country and in NC, which is exacerbated by factors such as lacking access to health care and food, family, and economic insecurity. In 2020, an unprecedented 67 children aged 0 to 18 died by suicide in NC and 22% of high school students reported seriously considering suicide.

Khristian noted that Kaitlin Ugolik Phillips, NCIOM Communications Director, was instrumental in organizing a communications plan (including a press release and social media kit) and dissemination of the report card (including helping to organize a launch event and media coverage).

Presentation by Michelle G. Ries, Associate Director, NCIOM:

Michelle reviewed the member selection process for the NCIOM board of directors. The call for membership nominations will be distributed on April 30, with nominations due on May 19. A proposed list of new members will be reviewed by the Membership Committee and their approved list will be presented to the NCIOM board of directors on July 7; the board will vote to approve the slate of new members on July 18. New members will be notified of their selection on August 1.

Michelle mentioned that NCIOM staff had been working with the Membership Committee on a board member engagement strategic plan, including improving communications and creating more meaningful activities and networking opportunities. This committee is looking for new members to join them later this year. Kathy noted that one of the goals was to operationalize membership engagement within the processes and culture of NCIOM; she also highlighted the ways in which new NCIOM board member Danny Scalise had helped identify and recruit future members.

Executive Committee Report

Carrie reported that five board members are eligible for re-appointment for a second full term: Reuben C. Blackwell, IV, Goldie S. Byrd, Lori Byrd, Carrie Rosario, and Adam Sholar. There are also three upcoming board vacancies: Lawrence Nycum and David Sousa are completing their second full terms at the end of 2023 and Lyndsay Jensen Edwards will complete her first term at the end of 2023 and will not seek reappointment.

She reminded board members that they did not appoint members to the board, but that board recommendations were well received by the three appointing bodies: the Speaker of the House, the Senate Pro Tem, and the Governor. A survey form was developed to help the

Executive Committee determine recommendations for future board members and board officers; Carrie asked board members to respond to the survey and consider specific attributes and diversity of experiences and professional background when filling it out.

Carrie shared the proposed board officer slate for 2024 and 2025, which will be voted on during the July 2023 board meeting: Adam Sholar (chair), Lori Byrd (vice chair), and Brian McGinnis (treasurer). The Executive Committee is seeking nominations for board secretary.

Kathy expressed her appreciation for the current Executive Committee officers and noted that the survey form is anonymous.

Program Focus and Board of Directors Strategic Discussion: Implementing Strategic Communications

Presentation by Kaitlin Ugolik Phillips, Communications Director, NCIOM, and Shannon Ritchie, Principal Consultant, Nectar Strategies:

Kaitlin reminded board members that the most recent organizational assessment showed that communications was a key area of opportunity for NCIOM. Shannon reviewed the strategic communication goals NCIOM plans on accomplishing by the end of 2024: Use a purposeful, strategic approach to communications across all areas of work; share a clear and consistent point of view to build trust and gain interest with audiences; understand how to effectively reach our audiences, hold attention, and encourage action; lean into public discourse; and build communications capacity to support goals.

Shannon described NCIOM's unique organizational "voice" as thoughtful, tactful, respectful, and balanced; NCIOM audiences can expect evidence, information, consensus, and solutions. Kaitlin and Shannon developed a process to identify key decision makers within each task force who can advance policy and/or adopt practices that lead to better outcomes by incorporating recommendations. Shannon reminded the board that NCIOM's audience is NOT the general public, but distinct groups of people who can take action on the information generated by NCIOM.

Going forward, NCIOM's consistent and targeted messaging will lead with shared values, name the challenges and barriers (and why they exist), and lift up coming together to achieve desired outcomes. The three key messages NCIOM staff and board members should convey are:

- We are committed to better health for all North Carolinians: We work in service to all North Carolinians, especially those who face health barriers and challenges because of what they look like, where they live, or what's in their wallets. Healthier people mean healthier communities. Healthier communities mean healthier people.
- We are an anchor organization for health policy, bringing people together with common purpose: As a unique connection point between many different sectors, we incorporate

perspectives, experiences, and ingenuity from many areas of expertise to create healthier solutions for all North Carolinians. As a nonpartisan health policy organization with more than 40 years' experience, we have a long track record of uniting people to find common ground and build consensus for actions that will improve North Carolinians' health.

- We are forward-looking and focused on solutions: We identify solutions that improve health and wellbeing for all North Carolinians. Leaders from around the state turn to NCIOM as a trusted source of analysis and recommendations.

Kaitlin shared that the new strategic communications plan currently being implemented at NCIOM had three objectives: advance understanding, share recommendations, and communicate NCIOM's point of view. Some of the new activities that NCIOM has begun to implement (or will soon) are explainer videos, stories about people and communities with lived experiences, strategic social media outreach, and earned media, op-eds, and press collaboration.

While a freelance content creator will help to support NCIOM's communication efforts, Kaitlin noted that she has already begun implementing the strategic communications plan to help NCIOM think beyond the report—namely, shifting the focus from publishing the report to ensuring that the report content gets in front of the right people who can take action. She provided examples on how this strategic communications approach was incorporated in the Task Force on Healthy Aging, the Task Force on the Future of the Nursing Workforce, and the 2023 Child Health Report Card.

Kaitlin and Shannon will create a comprehensive one-pager that will include information about NCIOM's history, funding sources, and key talking points. Kathy celebrated Kaitlin's openness to change and ability to build communication structures.

Lawrence said the presentation reminded him of his first media training, which emphasized the importance of staying on message and telling the audience who you are speaking for and not speaking for; he also cautioned that communication missteps could have consequences for NCIOM if they were amplified by social media. Kaitlin assured board members that she is developing a crisis communications plan to make sure NCIOM has a procedure in place for any eventuality. Kathy invited interested board members to reach out to her and Kaitlin and connect them with audiences and networks they were connected to.

President's Report

Presentation by Kathy Colville, President/CEO, NCIOM:

Kathy celebrated feeling affirmed and rewarded by NCIOM's work, specifically how NCIOM brings together different people with a variety of opinions who have the discipline, intellect, and curiosity to go beneath the surface and do the harder, deeper, and more meaningful work.

She specifically thanked Brienne Lyda-McDonald, Khristian Curry, and Emily Hooks for their work in the past week and the general NCIOM staff commitment to doing good work.

She thanked Don Gula for returning to NCIOM to help with the FY22 audit and the FY24 budget and for leading efforts to complete the NCIOM move out of Davis Drive and into Sheps Center. She congratulated Ivana Susic, who was previously a part-time intern but is now a full-time Research Specialist; Ivana received her MPH in December 2022. She expressed gratitude for Xaris A. Martínez, who is working part-time on a temporary basis. She also noted that NCIOM would be welcoming interns soon: Bryan Francis and Madeline Frank.

Kathy reminded board members that the July 18, 2023, board meeting would be in-person with a Zoom option; lunch will be served at 11:30 am and the meeting will be called to order at 12:00 pm. Location information will be shared closer to the meeting date. The focus areas of the July 18 board meeting will be the election of board officers who will serve from January 1, 2024, to December 31, 2025, and a review and vote on new NCIOM board members.

NCIOM staff have drafted and revised a strategic plan for NCIOM's legislative relationships. The initial ad hoc board committee meeting will take place on May 5 with the following board members: Perrin Jones, David Sousa, Reuben C. Blackwell, IV, Timothy Norris, Lawrence R. Nycum, and Danny Scalise. The committee will be staffed by Emily Hooks and Ivana Susic, with support from Michelle Ries and Kathy Colville. The committee will be working with New Frame, a bipartisan lobbying firm led by Brian Lewis and Skye David.

NCIOM's 2023 annual meeting is Tuesday, November 14, 2023, at the McKimmon Center in Raleigh. The theme is "NC Children's Health and Well-Being."

Upcoming NCIOM projects include:

- EVOLVE Grant Proposal to The Duke Endowment: A collaboration with the South Carolina Institute of Medicine and Public Health that will provide opportunities for NCIOM staff to reflect on core task processes and modify / change these as needed.
- Immigrant Mental Health Proposal to Kate B. Reynolds Charitable Trust: A collaboration with El Futuro (Durham, NC), which provides bilingual and culturally-responsive mental health services to NC's Latinx community. NCIOM will provide a landscape analysis of immigrant-led and immigrant-serving organizations, carry out key informant interviews, and convene an immigrant mental health policy network.

Kathy expressed her appreciation for the following board members:

- Brian McGinnis, Anita Bachman, and Adam Sholar, for their work on the Audit / Finance Committee
- David Sousa and Adam Sholar for their review of legal questions
- Lori Byrd and Adam Sholar for their work on the Task Force on the Future of the Nursing Workforce and the Nurses Middle College Institute Task Force
- William Way, for keeping Kathy connected to NC HIE Connections and for his financial support for the NCIOM

She thanked Don Gula, Emily Hooks, Michelle Ries, and Kaitlin Phillips for their work on the move to Sheps Center and thanked Ivana Susic and Xaris A. Martínez for jumping right in to NCIOM's work.

She concluded her report by sharing how meaningful it was to have defended her dissertation the day before the board meeting. She reflected on how her maternal family specifically valued learning and education and shared the inspiring story of how her maternal grandmother completed undergraduate and graduate degrees.

Adjourn

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