



**North Carolina Institute of Medicine Board of Directors Meeting**

**October 21, 2025**

**12:00 PM to 2:00 PM**

**In-person at the Sheps Center and remote participants over Zoom**

**MINUTES**

**Members Present:**

Reuben Blackwell  
Anita Bachmann, MHS  
Vickie Bradley, RN, MPH  
Goldie S. Byrd, PhD  
Lori Byrd, DNP, RN, CNE  
Frank Courts, DDS, PhD  
Andrew Kaiser  
Trish Markus, JD, CIPP/US  
Brian McGinnis, FACHE, FACMPE  
Richard Montague  
John Morrow, MD, MPH  
Timothy Norris, MBA, SPHR, SHRM-SCP, CHBC  
Carrie Rosario, DrPH, MPH, CHES  
Danny Scalise, MPH  
Adam Sholar, JD  
Jeffrey Keith Smith, MD, PhD  
William Way Jr., MD

**Members Absent:**

Perrin Jones, MD  
Jennifer Jordan, MD  
Patricia "Patty" Pfeiffer, EdD, MSN, RN

**Guests:**

Kristina Bowman and Lisa Adkins, Moss + Ross

**Call to Order**

The NCIOM Board of Directors meeting was called to order at 12:01 PM on October 21, 2025, and a quorum was recognized. The mission statement was read at the start of the meeting. A motion to approve the previous meeting's minutes was made by Tim Norris, seconded, and passed unanimously. The Board was informed that all in-person meetings in 2026 will be held at the Sheps Center.



## **Celebrations and Introduction of New Board Member**

The Chair welcomed Brady Blackburn as he transitions into his permanent role and introduced Roshni Arun, who is beginning her role as the NCMJ editorial fellow. The Board also welcomed a new member, Dr. Jeffery Keith Smith, appointed by Governor Stein to fill the vacancy left by Dr. Tilson. Additionally, the 2025 Class of NCIOM members was announced.

## **Audit/Finance Committee and Operations Report**

Emily Hooks, Director of Strategic Operations and Organizational Performance, provided an update on the financial position. She shared that the audit process is underway and on schedule for presentation at the January meeting.

## **President's Report**

### ***Development Update***

Michelle Ries, President & CEO, shared that a proposal for disaster preparedness funding was not funded, but new projects are in development, including communications capacity building and a family caregiving task force planned for early 2026. She shared that NCIOM was awarded funding to continue their work with the Center on the Workforce for Health for FY 2026. Michelle noted that the Association of County Commissioners reached out to discuss rural health and that NCIOM is exploring partnerships for rural health initiatives. Adam Sholar suggested outreach to state and federal officials to highlight the impact of Medicaid cuts to rural areas. Anita Bachmann noted that it's exciting for the institute to be involved in this work. Michelle also shared that Moss + Ross, present for today's meeting, has been engaged to assist with strategic development and fundraising planning.

### ***Hiring and Board of Directors Updates***

Michelle Ries shared that staff updates included the departure of Ivana Muszkiewicz in early September and efforts to recruit a temporary research specialist. She noted that all new board members have completed orientation and will begin their terms in January.

### ***Impact of the Federal Legislation on North Carolina – Update***

Michelle Ries, President & CEO, shared the launch of an issue brief series focused on HNC 2030 indicators. Utilizing past task force recommendations, these issue briefs will cover multiple topics related to how federal legislation will impact health outcomes in NC.



## ***Annual Meeting***

Emily Hooks, Director of Strategic Operations and Organizational Performance, encouraged board members to attend the annual meeting which will take place on November 13, at the McKimmon Center in Raleigh. She reviewed the breakout session topics and noted that the team has, thus far, secured \$58,000 in sponsorships for the event.

## **NCMJ and Communications Update**

Brady Blackburn, Communications Director, shared that the NCMJ July issue was published and focused on pharmacists as catalysts for better health. A symposium is planned for October and will be recorded. Brady also shared an update on website and social media metrics.

## **Program Update**

Patrick Tang, Project Director, updated board members on the Maternity Desert and Workforce Development Action Teams. They are refining recommendations for DHHS's review in November 2025 and estimate an early 2026 publication. Ayana Simon, Associate Director, shared that recruitment for the Legislative Health Policy Fellows program is underway, with a final reception scheduled for March 16. Topics for legislators will include health care fundamentals; Medicaid, costs and financing, hospital consolidation, federal implications; health across the life span; and protecting North Carolinians in times of change (Veterans' health, behavioral health, and use of AI in healthcare). Anita Bachmann congratulated the NCIOM team for continuing to build the program and increase visibility of NCIOM's work through the program. Dr. John Morrow asked for a summary of the program so that he can share it with others.

## **Development and Fundraising – moss + ross Focus Group**

Moss + Ross presented an overview of the fundraising plan and strategic recommendations. The Board also reviewed results from an engagement survey, discussing NCIOM's role, impact, and strategies for increasing awareness and philanthropic support.

## **Recognition of Outgoing Board Members**

Michelle Ries, President & CEO, recognized the outgoing board members and thanked them for their support of the NCIOM. The meeting was adjourned at 1:58 following a motion by Dr. John Morrow and second.