

**Community-Campus Partnerships for Health Board Meeting Minutes
April 25, 2003
San Diego, California**

Present: Renee Bayer, Diane Downing, Ella Greene-Moton, Elmer Freeman, Paul Freyder, Terri Kluzik, Daniel Korin, Richard Redman, Douglas Simmons, Tom O'Toole, and April Vestal (via telephone).

Not present: Kaytura Felix-Aaron and Monte Roulier

Staff: Piper Krauel, Christina Hamilton, Stacy Holmes, Kristina Riemer, Sarena Seifer and Rachel Vaughn

Topic: Transfer of Board Leadership

Discussion: Douglas began his one-year term as board chair and Elmer began his one-year term as board chair-elect. Tom was thanked and congratulated on his leadership as board chair for this past year.

Topic: Ends Monitoring Report

Discussion: The discussion began with a brief refresher on ends. Ends address what the organization is for, not what it does. Ends address the issues of what benefit, for whom and at what cost. Only those concepts included in the ends justify the organization's existence. The board sets the ends and the CEO interprets them. The conversation on ends and monitoring ends is a fluid process. When reviewing the Ends Monitoring Report, the board should be asking: Is this a reasonable interpretation? Are any proposals needed to come in a little tighter on an end? Is it an issue of language/style? Is it an issue of depth? The board can always go deeper in clarifying what it means by its ends. Board members agreed that this report is a great first step, and offered suggestions of how to improve the report content and format:

- From a readability perspective; possibly structure it to answer the three questions: what benefit, for whom, at what cost?
- The report should focus more on the costs of ends – both costs to the owners the broader costs to the organization.
- The report reads too much like an evaluation report that presents only positive findings. It should also address key issues and challenges facing the organization as it relates to our ends.

Action:

- The board unanimously accepted the Ends Monitoring Report. Paul made the motion and Daniel seconded it.
- Sarena will incorporate suggested changes into the next report.

Topic: CCPH Ends Policy

Discussion: The board discussed the ends statement adopted at the last board meeting. Board members voiced the need to continually address "the big picture" and to answer the question "why do we exist?" All agreed that we do not promote and pursue partnerships just for the sake of partnerships. CCPH is not solely process oriented/ process driven. CCPH is pushing the partnership approach to decrease health disparities and increase workforce diversity. CCPH is a vehicle for informing communities and campuses about community-campus partnership strategies in these areas. During the discussion, a consensus emerged that eliminating health disparities and increasing workforce diversity needs to be explicitly emphasized in our ends statements.

Action:

The board unanimously approved the original global ends statement and revisions to the rest of the ends statement (see final approved policy below). Tom/Richard, Renee/Tom, and Tom/Diane proposed and seconded the various amendments involved in this new statement.

Community-campus partnerships that improve the health of communities

1. Communities and higher education institutions engage in community-campus Partnerships.
 - a. Resources are available to build and maintain community-campus partnerships
 - b. Comprehensive knowledge is available about the nature and outcomes of community-campus partnerships.
 - c. Institutional, organizational and governmental policies support community-campus partnerships.
2. Health disparities are reduced in communities.
3. The health workforce, broadly defined, is more diverse and community responsive.

Topic: Agenda Setting

Discussion: The board discussed these questions:

- What tangible benefits does the board want to get out of future meetings?
- What information, resources, literature, research, etc., does the board need to assess the status of each end and make decisions about making changes to the end?
- In what ways can board connect with owners to obtain some of this information?

In discussing these questions, board members made suggestions for future board meetings, including:

- Follow a defined process for reviewing ends reports
- Discuss information on the environment for community-campus partnerships, including trends on the horizon, funding cuts and trends, national and international events, etc. that affect community-campus partnerships
- Discuss information gathered from owners and members about what they think
- Discuss information on advocacy and lobbying
- Explore policy issues that affect community-campus partnerships in more depth, such as Institutional Review Board and Health Insurance Portability Act policies.

Action:

- The board will monitor these policies on an annual basis: Treatment of consumers, treatment of staff, emergency CEO succession, compensation and benefits, communication and support, ends.
- The board will monitor these policies at every board meeting: Financial planning and budgeting, financial condition and activities, governance policy monitoring.
- The board agreed on the following agenda for upcoming board meetings:

October 3-4, 2003- Boston

- Decide whether we need to recruit new board members

- Monitor these policies: Financial planning and budgeting, financial condition and activities, treatment of consumers, ends
- Discuss plans for linking with owners
- Discuss plans for governance policy monitoring
- Discuss ends
- Delve into the issue of affirmative action and health workforce diversity

Jan. 23-24, 2004- DC/Baltimore

- Elect new board officers
- Monitor these policies: Financial planning and budgeting, financial condition and activities, governance policy monitoring.
- Update on new board member recruitment and plan for orientation (if applicable)
- Monitor these policies: Treatment of staff, CEO benefits, grants focus policy
- Delve into the issue of funding trends and shifts in priorities
- Discuss ends
- CGO and Board governance monitoring assessment
- Review performance of CEO.

May 21-22, 2004 – Location TBA

- Transfer of leadership: New officers begin their one-year terms
- New board member orientation (if applicable)
- Monitor these policies: Financial planning and budgeting, financial condition and activities, governance policies, ends policy
- Delve into issue of community-based participatory research partnerships: a primer and status report on CBPR, outcomes of ASPH/CDC project and related projects (e.g., Agency for Healthcare Research and Quality evidence report)
- Discuss ends

October 5-6, 2004 - Atlanta

- Monitor these policies: Financial planning and budgeting, financial condition and activities, governance policies, ends policy
- Delve into Institute of Medicine report on health workforce diversity (forthcoming)
- Discuss ends

Topic: Fiscal Monitoring Report

Discussion: Not much has changed since last report although the format is different in response to board feedback. The board discussed the need for multi-year financial planning.

Action:

- The board approved the Fiscal Monitoring Report. Tom made the motion, Elmer seconded it; all board members voted in favor, with the exception of Renee who abstained.
- The next fiscal monitoring report will include multi-year budget projections.