



## **Andy Hill Cancer Research Endowment Board Meeting Minutes July 8, 2020**

The following board members, constituting a quorum, were present: Leslie Alexandre, Fred Appelbaum, David Byrd, S. Lori Brown, Thomas Brown, Carol Dahl, Jim Hendricks, Eunice Hostetter, Jennifer Kampsula Wong

Board Members Absent: Elaine Albert, Steve Harr

CARE Staff Attendees: Laura Flores Cantrell, Peter Choi, Sooyoun Park

Guest Attendees: Sandra Adix (WA Assistant Attorney General), Erica Hallock (Empire Health Foundation Government Affairs Liaison), Sindhu Knotz (The Giving Practice), Anne Katahira (The Giving Practice), Julia Terlinchamp (WA Department of Commerce)

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Wednesday, July 8, 2020, 8:30 a.m.—12:00 p.m. (PST)

### **1. Welcome and Opening**

Fred Appelbaum thanked the board members for making the time to attend the CARE Board Retreat. He expressed his appreciation for the board's commitment throughout this difficult year and recognized the multitude of ways the CARE Fund has grown throughout its short period of existence. Laura Flores Cantrell also conveyed her gratitude for the time the board has invested in the CARE Fund throughout the years, emphasizing the value of each board member's expertise. She stated that the purpose of the retreat is to utilize the collective expertise of the board to plan the CARE Fund's population health strategy.

### **2. CARE Fund Allocation Plan**

Laura provided a brief recap of the economic impact of the COVID-19 pandemic, reiterating the potential \$8.8 billion projected loss in state revenue through May 2023. She reiterated the CARE Fund priorities in the coming year will be to secure general fund appropriation and protect the dedicated funding for the CARE Fund. She re-introduced the draft CARE Fund Allocation Plan from the previous board meeting, and communicated that the purpose of the plan is to inform the board of the aims and objectives for the year and provide context for the retreat discussions. After the retreat, CARE Fund staff will revise the plan to best align with today's discussions and work with the Board Chair to present a revised version for board discussion and approval.

Laura introduced Beth Harvey, financial analyst, recently hired by Empire Health Foundation. Beth joins the CARE staff with many years of experience in nonprofit finance and will help develop critical financial analyses for the CARE Fund.

Beth provided an overview of the draft Allocation Plan. There was a discussion regarding the uncertainty of the economy as a result of the pandemic. It was agreed that a high-level summary

or dashboard displaying a risk assessment of the grantmaking funds would be very useful. Laura will work with Beth and Board Treasurer (Steve Harr) to develop a draft.

### **3. Board Retreat Norms**

Laura introduced the board to the retreat facilitators: Sindhu Knotz and Anne Katahira from The Giving Practice. The Giving Practice is a consulting group based in Seattle that primarily works with philanthropic foundations to help them achieve their goals. Sindhu and Anne introduced themselves, and thanked the board for participating in the phone interviews prior to the retreat. They provided a brief overview of the retreat agenda, and outlined the goals of the day as the following: 1) to gain clarity around the “north star” for the population-based strategy and some guide posts for decision-making, and 2) to help the board strengthen relationships and a positive group dynamic for this work.

Sindhu requested that board members keep in mind the following agreements and norms throughout the retreat:

- Be present and listen actively
- Embrace discomfort and ambiguity
- Be inclusive of all voices
- Honor staff and board roles
- Build trust and authentic relationships

Anne and Sindhu asked board members to share what inspires them about being on the CARE Fund board, an asset from their professional role and a personal quality they bring to the board. Board members spoke about their deeply-rooted connections to the world of cancer research and how their personal experiences have shaped their passions and aspirations, eventually evolving into their career paths.

### **4. Board Values**

Sindhu and Anne shared a list of values that they compiled using the narratives from their interviews with board members. They noted that successful teamwork is driven by a collective understanding of core values, and described how values can be utilized as powerful decision making tools.

#### Values:

- 1) innovation
- 2) health equity
- 3) stewardship
- 4) integrity
- 5) impact
- 6) partnership
- 7) catalytic

Sindhu and Anne posed two questions for the board to reflect on and discuss, particularly with respect to “the population health pillar.”

- 1) Pick 1-2 values that you think are most important for the CARE Fund to lean into. What do these values mean to you?
- 2) Have you noticed any areas where these values might come into tension with one another?

Sindhu and Anne facilitated a discussion about the values that will guide the board in their decision-making processes. Overall, the board members felt that *impact* and *health equity/access* were not only values they wanted to consider for their population health grantmaking, but also for the overarching CARE Fund vision. They felt that *catalytic*, *partnerships*, and *innovation* were all factors that could be integrated into *impact* and determined that their goal fundamentally lies within equity and access. They discussed the tension between *equity* and *impact*, noting that it may be more difficult to garner support for research focused on healthcare disparities or population health, as these are not market-driven. Board members also determined that they need to be deliberate about what they want to achieve in order to be successful, and know when to ask others to guide them if they do not have the right expertise to accomplish their goals. Sindhu and Anne thanked the board for embracing difficult conversations and being willing to take risks, and embrace growth and learning.

## 5. Break

There was a break in the retreat from 10:15 – 10:30 a.m.

## 6. Population Health Strategy

The retreat resumed at 10:31 a.m. Anne provided some context about the concept of a “North Star” for the board to frame the next discussion, and posed two questions.

- 1) What do you think of as the “north star” for the population health strategy within the frame of “address cancer disparities along the cancer care continuum”?
- 2) What do you think the CARE Fund is uniquely situated to address?

She asked the board to contribute to a generative discussion to help the board identify the opportunities for greatest impact, rather than attempt to come to any conclusions or answers.

Board members discussed their vision to support economic development in Washington state, and the difficulties of focusing on areas such as behavioral health or improving delivery of care, in comparison with implementation of new drugs and new technologies. They also discussed the significance of cancer research that focuses on the *upstream* factors, in recognition that many *upstream factors* are at the root of health outcomes. There was not a consensus regarding whether an RFP would focus on upstream factors or more broadly include proposals that span the continuum of care. Board members discussed the prospect of requiring investigators to have pre-existing relationships and engagement with the communities they seek to support through research. As the retreat came to a close, the board discussed the potential need for additional

planning around how to attract a wide group of applicants, and engage more partners and organizations across the state.

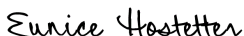
## 7. Next Steps and Closing

Anne asked board members to share a one-sentence reflection about the time they spent together. Board members reflected on the value and significance of a group with such diverse work experiences coming together to embrace a common vision for Washington state. Board members thanked Sindhu and Anne for facilitating such a productive and meaningful retreat.

The meeting was adjourned at 12:03 p.m.

I certify that the foregoing is a true and correct copy of the minutes approved by the CARE Board of Directors at a regular meeting of the board on September 25, 2020.

DocuSigned by:



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Eunice Hostetter, CARE Board Secretary

11/18/2020

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Date