



Executive Board Meeting Minutes

March 14, 2016

Chair, Lynn (Bethel) Short, RDH, MPH

IN ATTENDANCE

Pamela M. Aaltonen, PhD, RN
Gail Bellamy, PhD
Georges C. Benjamin, MD
Martha Dewey Bergren, DNS, RN
Kevin T. Borrup, JD, MPA
Chris Chanyasulkit, PhD, MPH
Eldonna Chesnut, MSN, BSN, RN
Ayman El-Mohandes, MD, MBBCh, MPH
José Ramón Fernández-Peña, MD, MPA
Barbara E. Giloth, DrPH, MPH
Julie Graves, MD, PhD, MPH
Ella Greene-Moton
Marc Aaron Guest, MPH, MSW
Jeffrey S. Hallam, PhD
Benjamin H. Hernandez, MBA
Camara P. Jones, MD, PhD, MPH
Resa M. Jones, PhD, MPH
Barbara Levin, MD, MPH
Suparna Navale, MPH, MS
Elena Ong, PHN, MS
Thomas C. Quade, MPH, MA
Lynn Ann (Bethel) Short, RDH, MPH

Unable to attend: Richard J. Cohen, PhD
 Shiriki K. Kumanyika, PhD, MPH

APHA STAFF

Susan Polan, PhD
Regina Davis-Moss, PhD
Kemi Oluwafemi, MBA, CPA
James Carbo
Deborah Dillard
Torrey Wasserman
Ellen Galant
Anna Keller
Kimberly Moore Smith
Glenn Griffin

Monday, March 14, 2016

Call to Order – Lynn (Bethel) Short, RDH, MPH, Chair

The meeting was called to order by Lynn Short, chair of the Executive Board. At the conclusion of the roll call, the chair made brief opening comments and introduced the first agenda item.

Approval of the meeting agenda and consent agenda – Lynn (Bethel) Short, Chair

The Chair called for a motion to approve the agenda for the March 2016 Executive Board Meeting. The motion was moved and seconded, and hearing no discussion, a vote was called.

Motion:	To approve the March 14, 2016 Executive Board meeting agenda.
Outcome:	Approved by acclamation.

The Chair presented items on the consent agenda, and called for a motion to approve. The motion was moved and seconded, and the chair called for discussion. Items on the consent agenda included:

- Approve the January 2016 Executive Board meeting minutes.
- Leadership appointments:
 - Ayanna V. Buckner, MD, MPH, CHPPH Section as Vice Chair of the Science Board (term expires in 2016).

Dr. Fernández-Peña made a motion to change the language in the motion boxes in the minutes from “motion” to “outcome.” The motion was moved and seconded, and hearing no discussion, the Chair called for a vote.

Motion:	To change the language in the motion boxes in the minutes from “motion” to “outcome.”
Outcome:	Approved by acclamation.

At the conclusion of the vote Ms. Ong shared her suggested changes to the minutes. After a brief discussion, the chair called for vote on the items on the consent agenda including the minutes as amended.

Motion:	To approve the consent agenda: The January Executive Board meeting minutes as amended, and the leadership appointment.
Outcome:	Approved by acclamation.

At the conclusion of the vote, Chair Short introduced the next item on the agenda.

Report of the Treasurer - Kemi Oluwafemi, MBA, CPA, Chief Financial Officer

Ms. Oluwafemi thanked Chair Short and explained that she was presenting the report of the Treasurer because Dr. Cohen was unable to attend the meeting.

Ms. Oluwafemi presented the following:

She said APHA's total net asset as of January 31, 2016 was \$18,054,297. This is under the prior year by \$212,524. APHA's net assets unrestricted and undesignated (operations) was \$16,457,080. Total unrestricted net assets (including board-designated funds) was \$16,821,340.

APHA Statement of Activity Operations (Unrestricted Funds) Only:

The Change in net assets including investment appreciation/depreciation in the month of January was \$1,473,081. This is under budget by \$603,663 and under the prior year by \$108,672.

Membership – Membership dues are under budget by \$49,911 year-to-date. All member types are under budget except for special health worker (RE2), agency and affiliate dues.

Conventions Department – The convention was under budget by \$56,586 while associated expenses were over budget by \$22,037. Additionally, early registration was not consistent with historical numbers. The convention met its projected number of paid registrants, but more attendees took advantage of the early-bird discount. APHA didn't meet its projected number of paid exhibitors.

Publications – This department includes subscriptions and royalties, books and advertising, all of which are under budget by \$70,995, \$87,582 and \$16,059 respectively. The partner's Standard Method second quarter allocation is included.

Grants and Contracts – Some grant activities are still lagging behind budget. This is consistent with CDC programs which always have a slow start because of budget approvals and technical reviews. This line item also includes year-to-date release restricted funds.

To date, APHA is under budget from operations by \$452,690 and when you include the loss from investments, APHA is under budget by \$603,663. Year-to-date the net income is \$1,473,081. Historically, we usually spend more than we bring in the latter part of the year. The budget imbalance has improved by \$115,972 since December.

Ms. Oluwafemi said the Finance and Audit Committee is aware of the fiscal situation. She said APHA management is looking for ways to close the budget deficit, including paying special attention to personnel actions, reviewing budgets for potential reductions or delays in discretionary spending and reviewing revenue streams for maximizing opportunities.

Ms. Oluwafemi said the APHA headquarters building was recently appraised by the Washington, D.C., government at \$22 million dollars, which is a 4.9 percent increase over the last assessment. At the conclusion of her report, Chair Short opened the floor for questions.

Dr. Fernández-Peña asked a question related to APHA award accounts. Mr. Hernandez commented that the report is very well done, but asked if an explanation (in one or two paragraphs) could be given on what is currently working and what isn't working. He said an explanation would be helpful to the Board. Dr. C. Jones asked how concerned the Board should be with the FY 2016 budget at this point in time. Dr. Levin asked for additional detail surrounding the Annual Meeting.

Dr. Benjamin thanked Board members for their comments. He said the Board should be concerned with the numbers. He acknowledged revenue has been slowing down over the last three years. He noted that membership numbers are decreasing, book sales are down due to production delays, and Annual Meeting

revenue, related to the exhibit hall, is increasingly becoming a challenge. Dr. Benjamin said revenue isn't the only issue; APHA has had some unanticipated expenses related to programs and the building, which have exacerbated the financial situation. He said the management team is working to close the deficit, but this year is a challenge.

Dr. Benjamin also discussed the FY2017 budget, which will be presented at the May meeting. He said that budget is going to be very difficult to craft due to the challenges around APHA's revenue streams. He discussed the importance of increasing membership and having a strong Annual Meeting. He said he's met with staff responsible for revenue and challenged them come up with creative ways to increase their numbers.

Chair Short thanked Dr. Benjamin for his remarks and introduced the next item on the agenda.

Report of the Executive Director – Georges C. Benjamin, MD, Susan Polan, PhD, and Don Hoppert

Dr. Benjamin began his presentation by discussing National Public Health Week 2016. He discussed the kickoff forum at the Kaiser Family Foundation, a webinar on water quality, the Twitter chat, and the Student Day town hall with the Surgeon General. He said the APHA, National Association of Counties, and AETNA Foundation's collaboration managed by CEO for Cities, Healthiest Cities and Counties Challenge, will launch on April 4.

Dr. Benjamin discussed APHA's response to the Flint, Michigan, water crisis. He said: he's working with the Environmental Section; the Association covered it as a new story; APHA provided information for members to assist; the Association's spoken out on the health impact; APHA's working with others in the field; and most importantly, APHA is educating the field. There was an article and commentary in *AJPH*, APHA is hosting a webinar series on lead, we've enhanced the APHA website, provided the lead chapter in Standard Methods open access, and are working on scientific sessions for the 2016 Annual Meeting in Denver.

Dr. Benjamin then turned the presentation over to Dr. Susan Polan to discuss the report of the Joint Membership Pilot Committee. Dr. Polan said the Committee was tasked with reviewing the Pilot and recommending next steps to either continue or sunset the program.

Dr. Polan addressed two major concerns with the program in its current form. The first concern is that the program seems to benefit the participating Affiliates, but doesn't benefit APHA in terms of additional members, additional funding or advocacy activities. The second concern is that only the four participating Affiliates are benefiting from this project; it is not equitable to the other 50 Affiliates.

Dr. Polan said APHA staff was tasked with researching the cost and feasibility of several options to present to the Committee. Staff presented the following five options for consideration:

- **Option 1** - Once someone joins/renews their APHA membership they receive a follow up email receipt/thank you with a note that reads "Thank you for joining APHA! Consider getting active at the local level by joining the APHA Affiliate in your area" which will provide a hotlink to the general affiliate page (the one with the map and state titles). The member can then choose to get more information about their affiliate.
- **Option 2** - Once someone joins/renews their APHA membership they will receive a receipt/thank you with a note that reads "Thank you for joining APHA! Consider getting active at the local level by joining the APHA Affiliate in your area" (immediately after completing the electronic

process). The system will provide a hotlink directly to the individual affiliate website with option to link to their page of choice (home page, membership page or special landing page). This note will appear on the immediate popup upon completion of the process and in the follow up email thank you/receipt.

- **Option 3** - Once someone joins/renews their APHA Membership, they receive a receipt/thank you with a note that reads “Thank you for joining APHA! Consider getting active in your local community by joining your APHA Affiliate” (immediately after completing the electronic process). Which will provide a hotlink to their affiliate’s website page of choice, and pre-populate the state or regional affiliate’s membership form.
- **Option 4** - Once someone joins/renews their APHA membership, they receive a receipt/thank you with a note that reads “Thank you for joining APHA! Consider getting active at the local level by joining the APHA Affiliate in your area” (immediately after completing the electronic process), and the system will allow the member to join both APHA and the Affiliate at one time at full cost for both memberships. This will be similar to how we are currently processing the JMP Members except, that in this case will require additional programming code to provide the same options to all 54 state and regional Affiliates and there will be no reduction in membership dues for APHA or the affiliate
- **Option 5** - Same process as option #4, but *APHA would use an outside vendor rather than processing internally.*

Dr. Polan then said that the Committee agreed on option two. When an individual completes the APHA membership process, she/he will receive a pop-up box thanking them for joining APHA; the pop-up box will also provide them with a link to their Affiliate. The link will take them to a page that the Affiliate has designated. They will also receive the same information in a follow-up email from APHA’s Membership Department.

Dr. Polan concluded her remarks by saying the new plan will go into effect sometime in July (due to program needs).

Dr. Benjamin then discussed key legislative issues facing APHA. They include legislation to fund Flint’s environmental relief, protecting the Prevention Fund and APHA’s efforts to remove the firearm research limit (budget language). Dr. Benjamin then turned the presentation over to Don Hoppert, APHA’s Director of Government Relations, to discuss the Executive Board’s visiting members of Congress at the May meeting.

At the conclusion of Mr. Hoppert’s remarks, Dr. Benjamin discussed the 2016 Annual Meeting, Oct. 29 to Nov. 2, 2016 in Denver. Dr. Benjamin reminded the Board that the theme of the meeting is Building the Healthiest Nation: Ensuring the Right to Health. He said he’s received several names for potential Opening General Session speakers. Dr. Benjamin said of all the names that he’s received one stands out, Cecile Richards, the president of Planned Parenthood Federation of America. He said he can’t think of a better person/group fighting harder to ensure the right to health.

Dr. Benjamin said he reviewed Ms. Richards using the tool crafted by the Ad Hoc Committee on Annual Meeting Speakers, and didn’t find any potential problems with her speaking at the meeting. Dr. Benjamin then touched on the Monday afternoon and Wednesday closing general sessions.

At the conclusion of his remarks, Dr. Benjamin took questions from the Board.

- Dr. C. Jones shared her thoughts on Ms. Richards, and suggested another angle for a special session. She suggested looking at the healthiest among nations, to provide an international perspective as APHA attempts to achieve its goal of creating the healthiest nation in one generation.
- Ms. Ong shared her thoughts on Ms. Richards and suggested APHA approach Jim Yong Kim of the World Bank as a speaker because of his work to end extreme poverty.
- Dr. Bellamy suggested APHA invite Supreme Court Justice Ruth Bader Ginsburg to speak at the meeting.
- Dr. Giloth asked a question related to visiting with members of Congress.
- Mr. Guest asked if there was a mechanism in place for members to sign up to help areas of crisis (like Flint or New Orleans after Katrina). Dr. Benjamin said APHA doesn't do that because those type of things are better planned at the local level.

Chair Short invited Ms. Greene-Moton, a resident of Flint, Michigan, to discuss what is happening on the ground. Ms. Greene-Moton thanked the Chair and said it's important for people to keep donating water, and that APHA has been actively involved in what's going on in Flint. She said APHA has assisted with the visits of Federal Government officials, and that the Association should do a better job of getting that information out to the public. Ms. Greene-Moton said some houses that have had their pipes replaced are still seeing high levels of lead, so there are still a lot of questions around the safety of the water.

Ms. Greene-Moton concluded her remarks by saying she would be happy to connect anyone interested in coming to/helping the people of Flint.

Chair Short thanked Ms. Greene-Moton, and hearing no further questions for Dr. Benjamin, introduced the next item on the agenda.

Report of the Ad Hoc Committee on Annual Meeting Speakers – Jeff Hallam, PhD

Dr. Hallam thanked the members of the committee for their work, and said that with the exception of last year there haven't been any problems with Annual Meeting speakers. He said the committee feels strongly that the purpose of looking at speakers isn't to automatically disqualify them, but to identify any potential issues the Association would have to manage leading up to the Annual Meeting.

Dr. Hallam said he asked Dr. Benjamin to formalize the process he uses to identify potential keynote speakers. He also said the Committee developed a series of questions for APHA staff to use when evaluating potential speakers. Dr. Hallam then discussed the committee's proposed timeline for identification and evaluation of speakers below:

- November-December to identify potential speakers (Executive Director Process)
- January 7, provide list to APHA staff of potential keynote speakers
- January 17, APHA staff complete the questionnaire based on their vetting process
- January 25, Executive Board reviews the results of vetting data
 - Any potential issues are identified through this process
- By January 31 results (not recommendations) are provided to Executive Director
- By February 7 the Executive Director reviews the results
 - If there are any issues, may communicate with Executive Board Members for clarification
 - Section leadership may be contacted for those sections potentially affected the most by any issue identified. The purpose is to be proactive and not reactive.

- By February 15, Extend invitations to potential speakers

At the conclusion of Dr. Hallam's remarks, Chair Short asked that the Committee present the document at the May meeting for adoption. The Chair then introduced the next item on the agenda.

Report of the Special Committee on the *American Journal of Public Health* – Pam Aaltonen, PhD

Dr. Aaltonen said the work of the committee is on hold until the *AJPH* Editors and Editorial Board meet in April at their spring meeting.

Dr. Aaltonen then took a moment to discuss the annual review of the Executive Director. She said she would send Dr. Benjamin's self-evaluation to the Board in early April, and they should review and return to her by mid-April so she can compile the results in time for the May meeting.

Hearing no questions, Chair Short thanked Dr. Aaltonen for her report and moved to the next item on the agenda.

Report of the Strategic Planning Committee – Resa Jones, PhD, MPH

Dr. R. Jones began her presentation by briefly summarizing the work of the Strategic Planning Committee over the last two years. She discussed APHA's aspirational goals, three core approaches and central challenge of Creating the Healthiest Nation in One Generation. She then reminded Board members that at the January meeting the Committee brought the Board eight metrics by which APHA could measure our progress toward creating the healthiest nation. At the meeting Board members added two additional metrics, and the Committee was given the authority to make changes to the list as they deem appropriate.

Dr. R. Jones then presented the 10 metrics the Committee thought were measurable, quantifiable and provided reliable data on a regular basis. The metrics follow:

1. Increase number of persons living above 100% FPL and above 300% FPL
2. Increase students who graduate with a regular diploma four years after starting 9th grade
3. Increase persons with medical insurance
4. Increase adults who are at healthy weight
5. Increase number of adults who are non-smokers
6. Improve air quality
7. Increase life expectancy
8. Reduce firearm related deaths
9. Increase the proportion of children, adolescents and adults who used the oral health care system in the past year
10. Improve social capital/wellbeing (mental health measures are now in this metric)

Dr. R. Jones spent the remainder of her presentation discussing each metric. She provided the Board with information about the data the Committee is using to measure the metrics. She said the Committee approached each metric pragmatically, knowing the Association can't measure everything that's relevant. The Committee is using both international comparisons (when applicable) and national level metrics that the Committee can use to assess U.S. trends (in most cases using leading health indicators or other regularly measured metrics collected on the national level).

Dr. R. Jones said the national metric allows APHA to guide and mobilize staff, Components, Affiliates, traditional and non-traditional partners, and others. She also pointed out that the Committee made a conscious decision to use positive language related to the metrics (i.e. increase the number of adults who are non-smokers compared to decrease the number of smokers).

Chair Short thanked Dr. R. Jones for her presentation and opened the floor for discussion. Several Board members had the opportunity to ask questions/make comments related to the report. After a period of discussion, Dr. Bellamy made a motion to approve the Strategic Planning Committee's 2030 metrics as presented. The motion was seconded, and hearing no discussion, Chair Short called for a vote.

Motion:	That the Executive Board approves the Strategic Planning Committee's 2030 metrics as presented.
Outcome:	Approved by acclamation

Executive Board members should review Dr. R. Jones' slide presentation to learn more about the metrics and data collection.

Chair Short thanked the members of the Strategic Planning Committee for their efforts, and said the Board will continue discussing the strategic plan at the May meeting. She then introduced the next item on the agenda.

Report of the Development Committee - Ayman El-Mohandes, MD, MBBCh, MPH, and Tom Quade, MA, MPH

Dr. El-Mohandes began by thanking Mr. Quade for filling in as Chair of the Development Committee until his workload eases at the end of April.

Mr. Quade said the committee is focused on both building a culture of giving within APHA, and cultivating relationships with potential donors (individual or corporate) outside the Association. He said more details on the work of the committee can be found in the work plan submitted in advance of the meeting.

Before concluding his remarks, he urged all Board members to make a gift to the Association, and to consider assisting the committee in identifying opportunities for major gifts.

Hearing no questions, Chair Short thanked Dr. El-Mohandes and Mr. Quade for their report and moved to the next item on the agenda.

Report of the Governance Committee – Gail Bellamy, PhD

Dr. Bellamy explained that the Governance Committee has met and will continue to meet monthly throughout the year. She briefly discussed the results and analysis of the January Executive Board meeting survey. She said the committee plans to incorporate some of the findings into future meetings, most notably incorporating Robert's Rules of Order and improving meeting processes.

Dr. Bellamy said the committee is finalizing exit interviews with past Board members and the results will be shared at the May meeting. She said the Executive Board Handbook is being updated and will go live on the APHA website in April. She said the committee will forward recommendations to the Chair concerning the process for choosing Executive Board leaders (Chair and Vice Chair).

Dr. Bellamy then discussed APHA's improved conflict of interest policy. She said the policy is live on APHA's website and leaders are being asked to complete and return it to the office of the Chief of Staff. She said the Governance Committee feels strongly that at the start of each meeting an announcement should be made by the chair asking if anyone has a conflict with an agenda item. If a conflict is reported, that individual should recuse themselves from the proceedings. Dr. Bellamy stressed that if a person has a conflict, it should not disqualify them from serving in a leadership position at APHA.

Dr. Bellamy concluded her remarks by discussing the Board's desire to have more time for discussion at meetings, and the Governance Committee's investigating the possibility of adding a representative of the Caucus Collaborative as an ex-officio member of the Executive Board.

After a question from Ms. Greene-Moton, Chair Short thanked Dr. Bellamy for her presentation and moved to the next item on the agenda.

Report of the President – Camara Jones, MD, PhD, MPH

Dr. C. Jones thanked Chair Short for allowing her time on the agenda. Dr. C. Jones briefly discuss her role as President, noting that she will visit one-third of the Affiliates, write 10 columns for *The Nation's Health* and perform other duties as assigned. She then turned her attention to her Presidential initiative.

She said the APHA web page www.apha.org/racism is up and running and that content is being added in preparation for the launch of the Initiative. She encouraged Board members to visit the page, and to let her know their thoughts. She said the anti-racism collaborative will be launched after National Public Health Week (mid-April). Dr. C. Jones said she is actively seeking individuals to co-chair the seven committees of the initiative (she is targeting APHA past presidents and national experts on racism to serve as co-chairs).

Dr. C. Jones said she is pleased that APHA components have rallied around the initiative, and that she's hopeful more will incorporate health equity and anti-racism activities into their work. She complimented the exceptional work the Public Health Nursing Section is doing related to health equity. Dr. C. Jones then touched on her work to attract partner organizations.

Dr. C. Jones said she is happy with the support from Dr. Benjamin and APHA staff, and that she very much looks forward to launching the Initiative. Dr. C. Jones concluded her remarks by addressing a question from Ms. Greene-Moton regarding her upcoming trip to Flint, Michigan. Dr. C. Jones said she was excited to visit with the residents of Flint, and that she's going to present at a meeting and participate in a Q&A roundtable.

Hearing no further questions for Dr. C. Jones, Chair Short made brief concluding remarks, and hearing no further business adjourned the meeting.

The next meeting of the Executive Board will take place
in Washington, D.C., May 1 – 3, 2016.