



**Board of Directors Meeting Minutes
Tuesday, December 2, 2014
Meeting by Telephone**

Board Members Present (12): Julie Cereze, RN, MSN Delvecchio Finley, MPP Leon Haley, MD, MHSA Caroline Jacobs, MPH, MSED Erica Murray, MPA Christine Neuhoff, JD Reuven Pasternak, MD, MPH, MBA Anna Roth, RN, MS, MPH Ann Scott Blouin, PhD, RN Bruce Siegel, MD, MPH Alan Weil, JD, MPP Winston Wong, MD, MS	Board Members Absent (4): Donald Goldmann, MD Dennis Keefe Susan Moffatt-Bruce, MD, PhD Cliff Wang, MD	Staff Present (4): David Engler, PhD, MS Rhonda Gold Kristine Metter Caitlyn Furr
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Agenda Items	Minutes
Call to Order	<ul style="list-style-type: none"> Jacobs called the meeting to order at 11:04 am.
Approve October 30 Minutes (ACTION)	Members reviewed the October 30 meeting minutes. <i>Jacobs requested a motion to approve the October 30 meeting minutes. There was a motion, a second, and unanimous approval of the minutes.</i>
Review and Approve 2015 Proposed Budget (Haley/Gold)	<ul style="list-style-type: none"> Gold reviewed the 2015 proposed budget, which was approved by the finance committee on November 20. The budgeted activities for 2015 are in line with the 2013-2018 strategic plan and will focus on quality, innovation, and adaptation. The 2015 proposed budget includes a \$595,000 contribution from the association to offset costs of operating the analytics and research departments. With the association's contribution, the Institute's budgeted deficit is \$80,000. It is still unclear whether or not the Centers for Medicare & Medicaid Services (CMS) will continue funding the Partnership for Patients. However, staff is optimistic, and the Essential Hospitals Engagement Network (EHEN) ranked third out of 26 engagement networks. Therefore, the 2015 budget assumes renewal of the contract, but at a lower funding level.

	<ul style="list-style-type: none"> • The 2015 budget also assumes funding from Kaiser Permanente's Community Benefit arm to address food insecurity. This is a two-year contract, and staff has budgeted \$249,000 for 2015. • Jacobs asked if the Institute is seeking additional funding for what is being lost this year. Engler and Gold responded that the Institute would like to broaden its financial base and is looking for additional mission-driven opportunities. The Institute has developed and put forth seven funding proposals in the last seven months, and Engler described each. The board was given a summary of outstanding proposals. • The personnel cost is the largest expense in the 2015 budget. The proposed budget includes more than \$4 million for Institute staff. \$2.16 million is funded, while \$1.85 million is unfunded. This budget reflects a 25 percent health insurance premium that was recently assessed by Carefirst. Gold explained that because the staff census at the time period requested by Carefirst was less than 50 full-time staff, the organization was rated in the small business sector which has less opportunities to be competitive within the insurance marketplace. • The Fellows Program is budgeted to break-even for direct costs, but does not include staff time. • Rent is budgeted at \$134,000, in addition to \$220,000 that is covered by the EHEN contract. This is rent in the current office space as the office move will not occur until December 2015. • Total unrestricted income is \$7 million, which is offset by \$7.48 million, for a slight budgeted operating deficit of \$80,000. Total budgeted unrestricted net assets are \$5.69 million, in addition to temporarily restricted net assets of \$552,000, for total net assets of \$5.75 million, in addition to temporarily restricted net assets of \$1.56 million, for total budgeted net assets of \$7.13 million. Of this, \$3.3 million is restricted in a special purpose fund. The Institute will be restricting another \$900,000 in accordance with the board's approved reserve policy. • Gold and Engler stated that the Institute is holding back money from the current EHEN contract to help bridge EHEN staff salaries until CMS makes a final decision. The \$3.3 million held in a special purpose fund is money not spent from last year's EHEN contract. <p><i>Haley asked for a motion to approve the Institute's 2015 proposed budget. There was a motion, a second, and the motion passed unanimously.</i></p>
Institute Updates (Engler)	<ul style="list-style-type: none"> • Engler updated the board on activities the Institute is focusing on.

	<ul style="list-style-type: none"> • The Institute is scheduling advisory committee calls to gain feedback on the Executive Women's Leadership Academy. Staff is working on a letter of intent to the Josiah Macy, Jr. Foundation, which they will submit by January 16. Staff expects to hear back in March. • The first of two webinars on population health was held December 2 and had more than 100 registrants. The webinars share results of population health research by University HealthSystem Consortium (UHC), George Mason University, and the Institute. • The Institute plans to focus on the integration of behavioral health and primary care in 2015. The research department is developing briefs on the topic. The project will feature four case studies from members that have implemented successful programs. • The analytics team is expanding the characteristics survey. The team will publish a trends book in July 2015 with all of the data. Jacobs asked about the dissemination plan. Staff will be engaging the communications team and using a YouTube announcement to engage more members submitting data. • The performance improvement team is wrapping up EHEN option year one, which has been very successful. The collaborative prevented more than 4,000 harm events and led to a significant cost savings. • The Race, Ethnicity, and Language (REAL) module debuted on the website in October. The Institute is in discussions with The Joint Commission to disseminate the module nationwide. • The Institute will be working with the Office of Disease Prevention and Health Promotion to reduce disparities in adverse drug events, hospital-acquired conditions, and hospital readmissions. The results of the pilot work will inform the HHS National Action Plan for Adverse Drug Event Prevention. • The Institute is submitting as a subcontractor with UHC on the TCPI opportunity, and is also working on its own submission. • The Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) collaborative will continue in 2015. • The Institute expects to work again with the Massachusetts Learning Collaborative as a SAN for rural providers. • Roth said that the EHEN results speak volumes and suggested that staff create a slide deck with the data for members to show their boards. Roth also suggested presenting the information at the spring Policy Assembly.
Other Business (Jacobs/Engler)	<ul style="list-style-type: none"> • There was no other business.
Adjourn	The conference call was adjourned at 11:45 am. The next Institute board meeting will take place Tuesday, March 17 at the Westin Georgetown in Washington, DC.

Submitted by:

ART 12-22-14

Anna M. Roth, RN, MS, MPH
Secretary