



American Public Health Association
Executive Board Meeting Minutes
May 3-4, 2020 via Zoom

Call to Order and Roll Call

Vice Chair Deanna Wathington welcomed everyone, and a quorum was established.

PRESENT

Pamela M. Aaltonen, PhD, RN
Melissa (Moose) Alperin, EdD, MPH, MCHES
Emily Bartlett, MPH
Donna K. Beal, MPH, MCHES
Georges C. Benjamin, MD
Lisa M. Carlson, MPH, MCHES
Charlene Cariou, MHS, CPH, CHES
Eldonna J. Chesnut, MSN
Betty B. Daniels, PhD, RN
Jose Ramon Fernandez-Pena, MD, MPA
Sarah Gareau, DrPH, MCHES
Benjamin H. Hernandez, MBA
Rosie Mae Henson, MPH
Jeanie L. Holt, MPH, MS
Diana Kingsbury, PhD
Megan Latshaw, PhD
Amy Lee, MD, MPH, MBA
Brittany Marshall, DrPH, CPH, CHES
Heather A. McCabe, JD, MSW
Linda Rae Murray, MD, MPH, FACP
Hope M. Rollins
Catherine (Cathy) L. Troisi, PhD
Deanna Wathington, MD, MPH, FAAFP

UNABLE TO PARTICIPATE

Chris Chanyasulkit, PhD, MPH

Sunday, May 3, 2020

I. Administrative Affairs - Deanna Wathington, MD, Vice Chair

A. Approve the Meeting Agenda.

An agenda modification was made to reflect the Executive Board not reconvening the next day on May 4 at 12 p.m. ET. Instead, they will all meet at 4 p.m. ET for committee reports. However, individual committees will continue to meet between 12-4 p.m. ET for their breakout sessions.

Motion: To approve the Executive Board May 3 – 4, 2020 meeting agenda.

Outcome: Approved by acclamation.

B. Consent Agenda

- Executive Board March Meeting Minutes
- New Agency Members
- Leadership Appointments

Motion: To approve the consent agenda.

Outcome: Approved by acclamation.

II. Discussion

A. Association Update - Georges Benjamin, MD, Executive Director

Dr. Benjamin began his presentation by highlighting the success of the 25th anniversary of National Public Health Week (April 6-12, 2020). Highlights of the week included: a video of U.S. Surgeon General Jerome Adams thanking the public health workforce for their commitment to the nation; a doodle shout-out from Google thanking public health workers and researchers in the scientific community; an online forum livestreamed by 900 attendees; and the overall involvement of the Student Assembly and student members in making NPHW a success.

APHA Coronavirus (Covid-19) Update

Dr. Benjamin then updated the board on the association's COVID-19 activities relating to media and legislative advocacy. APHA has been continuously interviewed by major news outlets such as *The Wall Street Journal*, *The New York Times*, CNN, *The Washington Post*, *The Guardian*, BBC, MSNBC,

The Huffington Post, Al Jazeera and Kaiser Health, to name a few. Dr. Benjamin has also been asked to attend several congressional press calls and Senate hearings.

APHA continues to be a CDC communication partner, amplifying the agency’s COVID-19 public messaging. APHA has also partnered with the National Academy of Medicine, hosting the public webinar series themed “COVID-19 Conversations.” [Past webinars are posted online on the COVID-19 Conversations website](#). Initially, the plan was to have three or four webinars, however due to their popularity, there will be nine webinars in total. With additional procurement of funding, there may be more planned.

As the voice of public health professionals, APHA is committed to disseminating science-based facts, increasing public health awareness, and advocating for increased public health funding in Congress.

APHA IT and Operational Activities

Dr. Benjamin then provided the board with a number of operational updates such as a series of IT projects that include: monitoring auto-draft functionality; ensuring Payment Card Industry (PCI) compliance; and enhancing member experience on the APHA website. As discussed in the January and March 2020 Executive Board meetings, the 6th floor tenants have begun moving out, and APHA has hired real estate broker CRESA to serve as our listing agent. CRESA has begun working on the phase I of the real estate strategic plan. Dr. Benjamin noted that given the COVID-19 outbreak, it will likely take longer than expected to fill the 6th floor vacancy.

He then gave a brief overview of how APHA capitalizes its expenses and how it is reflected yearly in the budget. Any asset purchased over \$1,500 is spread (depreciated) over the presumed life of the asset. The depreciation of APHA assets ranges from three years to 40 years. For example, if a building improvement cost \$100,000, then over the next 10 years, one will see \$10,000 budgeted for that expense even though the full amount has already been taken out.

APHA 2020 Annual Meeting

Due to the uncertainties surrounding the coronavirus pandemic, APHA is working on two Annual Meeting scenarios. The first scenario is to host a virtual meeting, and the second scenario is to host a hybrid meeting (half in-person and half virtual). Both scenarios will have a significant fiscal impact on the budget because APHA’s Annual Meeting cancellation insurance doesn’t cover pandemics; hence, APHA may still have to pay attrition fees and cancellation penalties unless because of the ongoing health risks, the city, the hotels and the convention center can’t host or APHA can’t attend because of these risks. The advantage of a virtual meeting is that anyone who has registered for the Annual Meeting has access to all the meeting content after the meeting. The association has been working with Conference Exchange (Confex) for its in-person meetings for many years. Fortunately, the

company also supports an online platform and has experience in hosting large and complex online meetings for various other associations.

Kevin O’Neill from Confex then provided the board an overview of the online platform. The live virtual sessions will be conducted via Zoom on the Confex system. On the podium interface, virtual attendees will be able to see titles of sessions currently happening and can join any session’s Zoom room, just as they would have if it was an in-person meeting. For the poster presentations, the presenter will be asked to upload their video presentations a few weeks in advance of the meeting. For the asynchronous Q&A, attendees will be able submit their questions in the text box on the Confex interface. The presenters will be notified immediately and can respond at their convenience. Presenters will also have the option to post online ‘office hours.’

At the end of the Annual Meeting presentation, Dr. Benjamin and Mr. O’Neill took questions/comments from the board. Following are a sampling of the comments leading to a thoughtful discussion on the topic:

- All business meetings, for example Publications Board, Science Board, etc., will be conducted virtually outside the Confex system and will not be recorded for later viewing. These business meetings do not necessarily have to happen during the Annual Meeting timeframe.
- Major Annual Meeting events such as the Governing Council Sessions and the Award Ceremony have already been decided to be held virtually. The Governing Council voting will also be done online.
- The Opening Session, the Monday General Session and the Closing Session may also be held virtually, although if it is a hybrid meeting, there will be a limit of in-person attendees. Taking physical distancing into account, the seating for these three major sessions will be different.
- The Public Health Expo will be held in-person with spread out floor plans (if the Annual Meeting is hybrid) with also an online exhibit access to registered attendees. The expo can also be held all virtually if APHA moves everything online.
- APHA is committed to using best practices to mitigate online security issues, for example, closely monitoring the registration of all Zoom attendees, controlling the access of Annual Meeting materials to registered members and taking other quality control measures.
- Zoom webinars will be used for large meetings usually attended by thousands of attendees. The Zoom webinar meetings allow only moderators and presenters to be seen by the participants, while a regular Zoom meeting will be used for smaller scale meetings, allowing participants to interact with each other.
- Continuing education credit will be available online for registered participants only.
- The Annual Meeting registration fee will remain the same. With no travel or hotel needed, an online or a hybrid meeting is going to be cost-effective for registered participants.

While concluding the discussion, Dr. Benjamin emphasized that now more than ever, APHA needs its members' support by paying their membership in advance and participating in the 2020 Annual Meeting!

B. Governing Council Agenda - Linda Rae Murray, MD, Governing Council Speaker

Dr. Murray referred the board to the June 2020 Governing Council mid-year meeting agenda and asked board members to send her ideas on how to convey effectively: the impressive work of APHA and its members during this pandemic, and the importance of participating in advocacy and any APHA-related small or large events. The current 2020 Governing Council mid-year meeting agenda does not specifically highlight the gravity of the current situation as it is similar to any other year's mid-year meeting agenda. Hence, Dr. Murray looks forward to receiving input from board members.

C. Treasurer's Update & APHA FY 2020 Budget Discussion - Benjamin Hernandez, MBA, Treasurer, and Georges Benjamin, MD, Executive Director

Prior to Mr. Hernandez's presentation, Dr. Benjamin announced that APHA has applied for the Paycheck Protection Program loan. If received, the loan will ensure the Association is able to run its business smoothly while offsetting any major financial deficit caused by the pandemic. Nine months into fiscal year 2020, APHA's total revenue is \$14,059,335 (under budget by \$284,494) while total expenses so far are \$13,080,628 (under budget by \$68,738). As of the end of March 2020, the Association is predicting to end the fiscal year (June 30, 2020) with a deficit of \$216,277 as revenue from operations is projected to be \$17,526,111 while expenses to be \$17,742,388. The predicted deficit includes investment depreciations from the current market fluctuations.

Usually every May, the board approves the next year's budget. However, due to the pandemic, Mr. Hernandez noted that the Finance and Audit Committee, in consultation with APHA management, have decided to take more time to develop the fiscal year 2021 budget in order to prepare for future uncertainties. In the coming weeks, an impromptu meeting of the board will be called to approve the budget. It is important to note that there is no impact of not approving the budget at this moment as long as it is in place before the start of the next fiscal year (July 1, 2020).

APHA management prepared four budget scenarios ranging from the best case to the worst case scenarios. Mr. Hernandez and Dr. Benjamin together explained each FY2021 budget scenario and how it affects the bottom line. The major difference between each scenario was the Annual Meeting projected revenue or loss.

Three of the four scenarios reflect different numbers of online and hybrid Annual Meeting registrants. If APHA decides to move to an online only format, it will face \$1.6-\$2 million in cancellation fees

unless the city of San Francisco declares that they cannot host the meeting. The fourth and the best scenario assumes that the cancellation fee is waived, and the meeting is moved to an online format. At the conclusion of their presentation, the board had a robust budget discussion around the 2020 Annual Meeting. A sampling of their discussion:

- The current pandemic situation is the biggest public health crisis in a century. It is likely a lot more public health professionals may want to engage and participate in APHA's Annual Meeting, which is considered the biggest gathering of public health professionals in the country. This can lead to an increase in revenue. However, the opposite assumption is that due to the financial impact of the pandemic, there may be a decrease in registration and participation for the Annual Meeting, which accounts for a large portion of APHA's revenue. Many board members agree that the revenue projection for the FY2021 budget should be conservative, and if there is a time to go into the reserves, now would be the time.
- Many board members also agree that APHA should galvanize its members into action as public health is in the spotlight right now. APHA will come out ahead if it can pull off a successful virtual Annual Meeting. Another advantage of a virtual Annual Meeting is that it allows the flexibility for anyone to participate even if they are not able to travel; for example, there might be more international participants.
- Annual Meeting speakers often drive participation. Letters of acceptance to presenters will go out around the first week of June and they will have until the third week of June to indicate their participation. Hence, APHA will have more data in early July for deciding on a hybrid or online-only 2020 Annual Meeting.

D. APHA Member Unit Effectiveness and Engagement Project - Alan Baker, Advisory Committee Chair, and Elizabeth Scott, PhD, CEO, Brighter Strategies

Mr. Baker summarized the work of the committee since January 2020. The committee mainly discussed the survey questions, results, communication strategies to the members and noted that transparency is the key in this project. From the survey results, Mr. Baker pointed out that over half of members wanted to see their Forum become a Section. Insights such as these are one of the many reasons APHA is doing this project.

Dr. Scott then discussed the ongoing work of the consultants, the full timeline of which was discussed at the January 2020 Executive Board meeting. Recent work includes: launching the member survey the first week of February; receiving and analyzing results from 2,458 out of 42,109 members (5.8% response rate); hosting focus groups with leadership and individual member units with the leadership and member unit focus groups; and continuing to conduct interviews.

She then referred to the survey results and took questions from the board. As there was a lot of survey data to interpret, the board asked Dr. Scott to summarize her takeaway from the survey. One of the key

findings she highlighted was that members want to have continued engagement outside the Annual Meeting and an ongoing discussion of what's happening within a specific member unit space/profession. She also found the member unit current and desired collaboration network map insightful. She noted that the individual member unit result breakdowns will be shared with the components and anyone else interested. She then announced that a short recorded webinar on the survey results will be posted in the coming months. This will help membership to understand what to look for in the survey results.

Next steps include a deeper dive into each 38 member unit specific survey, hosting the remaining focus groups and conducting additional interviews. Dr. Scott encouraged the board to sign up for the focus groups and encourage other APHA members to participate.

- E. Joint Policy Committee Update - Amy Lee, MD, Education Board Chair & JPC Co-Chair, Diana Patel (Kingsbury), PhD, Science Board Chair & JPC Co-Chair, Rosie Mae Henson, MPH, Action Board Chair & JPC Co-Chair

Ms. Henson discussed the recent work of the Joint Policy Committee, which received 16 proposed policy statements, and all were accepted to the 2020 review cycle. Proposed policy statements fell under four overarching areas: access to care and equity; health promotion and prevention; international health; and occupational health. After the JPC and Science Board spring review process, 13 proposed policy statements received a conditional assessment, and three received a negative assessment.

From an archiving standpoint, Dr. Patel announced that the [21 policy statements](#) adopted in 2000 are up for archiving this year. Requests to keep a policy statement active and remove it from the consent agenda should be made by June 1, along with a rationale for doing so. Requests should be sent to policy@apha.org. Members were notified about the deadline via Public Health Newswire and other APHA news outlets. The Science Board will go through each request and will make recommendations to the JPC as needed. Dr. Lee then briefly discussed plans to encourage collaboration among any Sections or members who may be interested in putting together policies or late breakers. Some board members asked JPC if they have been receiving statements on the impact of pandemic COVID-19. Ms. Henson replied that those discussions have been happening within the Action Board where the focus has been on COVID-19 related legislation and advocacy efforts.

- F. Student Assembly Update - Emily Bartlett, MPH, Student Assembly Chair

Ms. Bartlett summarized the work of the Student Assembly and its members. During National Public Health Week, students led the effort on social media outreach, Facebook posts, Twitter chats, and a leadership panel that had about 100 attendees. Each month, the Student Assembly sends a newsletter through its listserv highlighting opportunities, student views, and work being done by the Student Assembly. In March, a special COVID-19 supplement was sent, highlighting APHA's COVID-19

efforts such as the ‘COVID-19 Conversations’ webinars as well as other pandemic-related resources for student members.

Ms. Bartlett is particularly proud of the Student Assembly’s Google Classroom platform that has allowed student members to communicate and share ideas with each other. In the coming weeks in May and June, the Student Assembly will be recognizing public health graduates via social media by sharing graduates' photos and their stories. It is especially relevant right now to showcase graduates since many university graduations are cancelled or are being held virtually. Board members are encouraged to submit graduation stories [on this google form](#).

G. Advocacy & Policy Briefing - Don Hoppert, APHA Director of Government Relations

Mr. Hoppert began his presentation by discussing APHA’s five 2020 legislative priorities. They are:

- Strengthen funding for public health agencies and programs - in this priority, APHA specifically focused on CDC.
- Support efforts to address the impact of climate change.
- Support innovative efforts to expand access to comprehensive affordable health coverage and services.
- Support public health approaches to address gun violence.
- Maintain strong public health regulations.

In the past few months, APHA has been focusing specifically on pandemic advocacy and legislative efforts in Congress. For example, APHA has supported three bills. The first bill called Emergency Supplemental Appropriations Bill included billions of dollars in funding for a wide variety of entities such as federal, state and local agencies, funding for development of drugs and vaccines, funding for worker safety, small businesses, global health and economy, etc. The second bill, the Families First Coronavirus Response Act, included funding for paid sick leave, free COVID-19 testing regardless of insurance, food security issues, additional funding for Medicaid and unemployment insurance. The third bill, the Coronavirus Aid, Relief and Economic Security Act, included funding for hospitals, medical supplies, direct payment to taxpayers, industry bailouts, and disaster and tax relief. Mr. Hoppert also announced that APHA has submitted several amicus briefs with leading public health experts on several issues. For additional details on APHA’s COVID-19 and other advocacy efforts, [Mr. Hoppert’s presentation is available online](#).

At the conclusion of Mr. Hoppert’s presentation, the board had a lengthy and thoughtful conversation surrounding the health and economic impact of COVID-19, the White House and Congress’ response to the pandemic and what APHA leadership can do in support of science and public health. Many board members pledged to reach out to their congressional representatives and submit joint op-eds.

Monday, May 4, 2020

H. Executive Board Committee Meetings and Reports

From 12 - 4 p.m. ET, the following committees met during their breakout sessions: Development Committee, Strategic Planning Committee, Finance and Audit Committee and Committee on Social Responsibility. At 4 p.m. ET, the full board reconvened, and the chair of each of the seven committees presented their committee's major accomplishment so far in 2020. Detailed descriptions of each committee and their work plans were introduced at the January 2020 Executive Board meeting.

1. Governance Committee - Deanna Wathington, MD, Committee Chair and Executive Board Vice Chair

Dr. Wathington provided a summary of the committee's work plan. One of the tasks of the committee is to revise the Executive Board handbook. In consultation with the Membership Committee of the Executive Board, the Governance Committee discussed and added a paragraph on Executive Board membership expectations. Although APHA membership is required for any nominated/appointed board members, the handbook didn't explicitly lay out this expectation. Dr. Wathington then asked the board's approval regarding the added language.

**Motion: To approve the following expectation in the Executive Board handbook:
All elected or appointed Executive Board members are required to have a current APHA membership. Executive Board members are also expected to be members of their local Affiliates. This expectation aligns with the requirement of APHA membership for all Affiliate leaders.**

Outcome: Approved by acclamation.

2. Development Committee - Donna Beal, MPH, Committee Chair

Ms. Beal reminded the board to make donations to APHA as part of their 100% giving pledge. The committee will also ask the Governing Council for their donations at their June mid-year meeting and at the annual Governing Council meeting in October. Other major planned giving and 2020 Annual Meeting development activities such as the donor green room plans are on hold and/or postponed due to the pandemic. In other news, the committee is continuing to work on creating a dashboard tool that visualizes development growth and trends over the years.

In planning for APHA's 150th anniversary in 2022, Ms. Beal asked the board for approval to allow non-Executive Board members to be part of the Development Committee, just as how the Membership

Committee and the Committee on Social Responsibility include non-Executive Board members. This will allow the committee to expand and have diverse, connected members with experience in major planned giving. These members will be considered as advisors and will not have a vote. There will be a nomination process for individuals who may be interested in serving in this voluntary capacity. Once the motion is approved, the committee will send draft language to the Governance Committee for adding it to the Executive Board handbook.

Motion: To develop and begin the process of inviting non-Executive Board members to participate in the Development Committee of the Executive Board.

Outcome: Approved by acclamation.

3. Strategic Planning Committee - Cathy Troisi, PhD, Committee Chair

Dr. Troisi gave an overview on the status of the committee's work plan. The committee developed an infographic guide on different ways APHA leadership can advocate and engage APHA members in public health advocacy priorities. APHA's graphic design team is currently working on this guide. The committee continues to cross examine APHA advocacy priorities and the Leading Health Indicators to ensure that the LHI are addressing APHA's strategic goal of Creating the Healthiest Nation in One Generation as well as the COVID-19 pandemic.

In response to the pandemic, the committee is focusing on raising public health awareness via the #SpeakforHealth campaign through advocacy training, town halls for APHA members, and providing op-ed/letter to the editor templates for the public to write to their elected officials. Dr. Troisi then directed the board to the [#SpeakForHealth tools](#) found on the APHA website and encouraged them to utilize the tools and share them with others.

4. Committee on Social Responsibility - Hope Rollins, Committee Chair

Ms. Rollins summarized the status of the committee's work plan. One of the notable projects recently completed was the evaluation of a prospective donor company NURX, Inc. The committee decided to not seek funding from this company due to various concerns. The committee will continue to look for companies to seek funding opportunities from. The CSR evaluation tool continues to be updated to ensure it aligns with the APHA Public Health Code of Ethics. As requested by the Intersectional Council and Component Affairs leaders, the committee will present best practices and tools for evaluating potential funders to APHA member groups and Affiliates. The committee has also created an ad hoc committee to make recommendations to the Nominations Committee. Some of the recommendations include: providing guidance related to any conflict of interest while campaigning for an APHA elected office; promoting/limiting campaign materials to a virtual/digital/online/social

media presence especially in light of COVID-19; and considering a mentee/mentor relationship between nominated members and current or past leaders.

5. Membership Committee - Eldonna Chesnut, MSN, Committee Chair

Ms. Chesnut shared that much of the work of the committee has been on hold since February 2020 due to the pandemic, staffing and budget issues; for example, reviewing the APHA discounted membership for Affiliates and their ability to join as an Agency Members, and looking into joint membership with other associations similar to APHA. However, the committee met recently on May 1 and is back on track on their work plan. The committee discussed ways to increase engagement and recruitment efforts around Generation Public Health and non-public health populations. Ms. Chesnut also proposed to the committee a new Navigator Program for new members. The pilot program will pair new members with long-time APHA members who can mentor new members and show them ways to get involved at APHA, how to navigate the Annual Meeting, the APHA website, and email them resources. APHA staff shared similar current initiatives, and the committee will discuss the details of the pilot program in their future meetings.

6. Personnel Committee - Betty Daniels, PhD, Committee Chair

Dr. Daniels shared the work of the Personnel Committee which is to evaluate the Executive Director's performance and periodically assess the staff attitudes and perceptions and the quality of work life in the association. She then shared the 2020 timeline for the Executive Director evaluation. In May, the committee will complete the mid-year review and will look into doing a 360-degree evaluation for Dr. Benjamin with selected external stakeholders (5 to 6 individuals).

7. Finance and Audit Committee - Benjamin Hernandez, MBA, Committee Chair and Executive Board Treasurer

Mr. Hernandez briefly discussed the work of the Finance and Audit Committee, which was reflected in the Treasurer's report presented to the board on May 3. The committee is currently working on the FY2021 budget and focusing specifically on different scenarios of the 2020 Annual Meeting in terms of the future budget projection.

Meeting adjourned at 5 p.m.

Wednesday, June 3, 2020

As discussed during the Treasurer's report at the May 3 Executive Board meeting, the Finance and Audit Committee, in consultation with the APHA management team, spent some time to refine the budget projection in relation to the 2020 Annual Meeting, the largest APHA revenue source. An



impromptu follow-up Executive Board meeting was held on June 3 from 3-4 p.m. ET to approve the FY 2021 APHA budget. The meeting was attended by all 24 Executive Board members.

The budget consists of \$14,590,192 in revenue and \$16,974,860 in proposed expenses. As compared to the FY 2020 budget, the FY 2021 budget revenue is projected to decrease by \$2,453,428 or 14.39% while expenses are projected to decrease by only \$68,760 or 0.40%. This decrease in revenue projection is largely due to the lower expectation of 2020 Annual Meeting paid registrants as well as a decrease in APHA membership, which is usually tied to Annual Meeting participation. APHA will access its reserves to cover expenses as needed. After a complete discussion, the board passed the following motion.

Motion: To approve the FY 2021 hybrid budget.

Outcome: Approved by acclamation.

Meeting adjourned at 4:02 p.m.

The next meeting of the Executive Board will take place via Zoom on Monday, July 13, 2020