

PARTNERS FOR HEALTH, INC.
Montclair, New Jersey

BOARD OF TRUSTEES MEETING MINUTES
Tuesday, March 28, 2023
Geyer Family YMCA and via Zoom

PRESENT: D. Bauer, Chair; L. Amato, D. Candelejo, S. Elnakib, G. Essoka, F. Fdyfil-Horne, P. Gutierrez, D. Harrison, A. Idelbi, K. Kelly, M. Mazza, G. Reiter, B. Riddick, T. Sears and D. Van Wie

EXCUSED: C. Finkle, V. Gupta, L. Katzmann and A. Yasin

ALSO PRESENT: P. Scott, K. Smith and B. Patel

GUEST PRESENTER: Buddy Evans

CALL TO ORDER

Doug Bauer called the meeting to order at 6:00 PM and said it was being recorded. Proxies were assigned to Doug by Vikram Gupta and Glenn Reiter (for the portion of the meeting Glenn would miss upon leaving early). Doug welcomed newly elected Trustee Mike Mazza.

APPROVAL OF MINUTES

A motion was made to approve the minutes of the Board meeting held on Wednesday, December 14, 2022. The motion was seconded and was unanimously approved. The recording of this meeting will be deleted.

MENTAL HEALTH FIRST AID UPATE

Buddy Evans, President/CEO of the YMCA of Montclair, welcomed the Board to the Geyer Family YMCA. He thanked the Foundation for its support, including our recent grant for Mental Health First Aid training. The YMCA has been implementing this training in partnership with the Mental Health Association of Essex and Morris. Seven trainers have been certified and the demand for training is high. The four sessions scheduled in April are full, and each will have 10 to 12 participants. Buddy agreed to share anecdotal stories of the impact of these trainings when he meets with the staff for a grant interim check-in report.

BRAVE SPACE BEHAVIORS

Doug Bauer introduced an “icebreaker” exercise by noting a Brave Space for dialogue is a place where we overcome our fear, lean into our discomfort, and engage one another truthfully for the purposes of learning, personal change and organizational transformation. Trustees were invited to choose one Brave Space behavior and share why it resonates for them.

- Glenn Reiter: In his experience, Board members speak freely and multiple viewpoints are expressed. There is already significant engagement among participants in the meetings.
- Gloria Essoka: Asking people to clarify their meaning courteously, without calling the person out; she is careful to challenge without offending.

- Felicia Fdyfil-Horne: Active listening with the intent to really understand what someone is saying.
- Dana Van Wie: Being open to multiple viewpoints, and looking for a middle ground.
- Kathy Smith: Active listening is important for learning; listening, learning and making sure we understand are fundamental aspects of PFH's strategic plan.
- Mike Mazza: We all have varying opinions; it is important to listen before you speak.
- Dave Harrison: Taking risks, which is dependent on being an active listener among your peers.
- Kate Kelly: Working to recognize her privilege and to honor the experience of others.
- Ammar Idelbi: Active listening, and using this as an opportunity for personal growth.
- Lisa Amato: Listening to all viewpoints to make informed decisions.
- Beverly Riddick: Stepping back to take a moment and be open to other opinions.
- Sara Elnakib: Being more intentional about listening, waiting to hear from others before sharing her thoughts.
- Tekeyah Sears: Being an active listener to understand others and where they are coming from.
- Paula Gutierrez: We are all responsible for creating a brave space; each of us is in a different place in this journey. These conversations are not always comfortable. Everyone's perspective is welcome; it's important to take a moment to pause for clarity.
- Diana Candelejo: Taking risks is important, as is bringing up issues that may make people uncomfortable rather than not addressing them.
- Pam Scott: Focusing on recognizing her privilege, and how this impacts her interactions with everyone she encounters.
- Bhumi Patel: Taking risks to speak up in uncomfortable situations, and listening to what others have to say.
- Doug Bauer: Considering WAIT (Why am I Talking?) before speaking in group settings, and "three before me" or listening to three others before speaking.

EXECUTIVE DIRECTOR REPORT

Pam Scott said this edition of the ED Report focuses on local initiatives, and how these fit into the larger context of what's happening in New Jersey and on a national level.

One exciting development was the Montclair Council's approval of an Affordable Dwelling Unit (ADU) ordinance will increase the availability of affordable housing in the Township. Kathy Smith said PFH received a \$10,000 Small Grant application to fund a design competition for ADUs that are scalable to fit a garage. Once the designs are approved, Montclair homeowners will be able to renovate without needing individual design approval, if they build based on pre-approved plans that feature universal design principles. Winning designs will be shared with other local municipalities to influence ADU policy adoption in towns lacking an ordinance. The Regional Planning Association is also advocating for statewide adoption of an ADU ordinance.

COMMITTEE REPORTS

Finance

Mike Mazza said the Foundation's assets are secure; our portfolio is managed by JP Morgan which was not impacted by the current banking environment crisis. The Committee is working to revise PFH's Investment Policy Statement. An IPS outlines the different areas of the market and establishes a target and range for how much to invest in each area. It also addresses how much risk an entity wants to take, which is driven by the returns it is trying to achieve.

The Finance Committee recommends a consolidated IPS with one objective for all of the Foundation's investments, rather than having a separate strategy for the proceeds from the 2022 land sale. The current market presents an opportunity to lean into fixed income, which is the most risk-averse way to invest and is currently generating returns of 5 to 6%.

- Sara Elnakib - Would a return of 5-6% on the portfolio pay the office expenses that were previously covered by the revenue generated from the land?
 - Doug – Yes. A return of 5-6% would also be enough to meet the minimum annual distribution requirement of 5% for Private Foundations, which includes grant program expenses and administrative costs.
- Sara - Has the Finance Committee considered the Board's input from the ESG (Environmental, Social and Governance) survey that was conducted a few years ago?
 - Doug - The Committee will revisit these survey responses with JP Morgan, and emphasize we want to see more ESG investment opportunities that address the feedback from this survey.

A motion was made for the Finance Committee to work with JP Morgan to finalize a consolidated Investment Policy Statement that is aligned with our goals and the required 5% spend rate. The motion was second and passed unanimously.

DEI

Paula Gutierrez said the DEI Transformation Team will develop a plan for this year that incorporates feedback from the Fall 2022 DEI Assessment survey, the Board Retreat, and the exit interview conducted with Jackie Gifuni-Koutsouris. While the Transformation Team is leading this initiative, it is the collective responsibility of all Trustees to look at the culture of the Foundation. We hope to accomplish Phase I and Phase II by year-end 2023:

- Phase I: Develop Core Values and a DEI vision statement, and look at the intersection of DEI and the goals and objectives of the Strategic Plan. Subcommittees will be formed to address the different themes that emerge.
- Phase II: Analysis of Programs/Services, and Policies and Practices; make recommendations to the Board.

Grants

**Nutley Family Service Bureau – *Capacity Building Grant*
Amount Requested: \$21,000; Amount Recommended: \$26,000**

Diana Candelejo presented the Grant Committee’s recommendation to award a capacity building grant of \$26,000 to the Nutley Family Service Bureau. NFSB offers an array of services, including a food pantry, benefit navigation, thrift shop, workshops and mental health services. The grant will be used to establish a Client Advisory Board (CAB) to engage clients in NFSB program design, implementation and evaluation. We hope that other organizations will want to learn from this model and replicate it.

- Felicia - Who is doing the training?
 - Kathy - We believe the training will be handled internally. The impetus to create a CAB is one of the outcomes of NFSB’s accreditation process. NFSB’s Executive Director is doing a lot to strengthen the organization. Nutley does not have many organizations that provide services.
- NFSB has student interns; they should make sure their interns are supported and properly trained.
- Doug - The [Fund for Shared Insight](#) is doing a lot of work with clients and community voice; they may have resources and case studies that NFSB can pull from.
- Because the CAB is comprised of clients, they cannot have a Board vote. However, the CAB will have a Trustee liaison to bring recommendations to the organization’s governing Board. This is important because we want to be sure that CAB members have agency and their voices are heard at Board level.
- Kate - Serving as a CAB member is a leadership opportunity for its members.

A motion was made to approve a one-year capacity building grant of \$26,000 to the Nutley Family Service Bureau for the *Client Advisory Board*, for the period of 4/14/2023 through 4/14/2024. The motion was seconded and passed unanimously.

Grantmaking 2023

Kathy Smith presented an overview of program initiatives, data collection, and opportunities for impact in the coming year. What have we learned from working through the pandemic and how can we move forward using those lessons learned? We can do more and do it better when we collaborate: with other funders, with grantee partners, with community members. It’s not always the fastest route, but in the long run, it is the better-informed route and can achieve long-term systemic change. (*Presentation and talking points are attached to the minutes*).

Following the presentation, Beverly Riddick commented that she is especially pleased to see a DEI lens being applied to grantmaking; this is critical.

Nominating

Kate Kelly asked for help in tapping into Trustees’ networks to expand the pipeline of potential Board candidates. She referenced two documents, “Criteria for New Trustees” and “Trustee Responsibilities and Expectations” to help Trustees think about this (*attached to the minutes*). The Nominating Committee has identified these recruitment priorities:

- A resident of Bloomfield or Nutley

- Accounting, Finance, Grantmaking or Human Resources expertise
- A community-minded Dentist, Psychologist or Psychiatrist
- A community organizer or advocate
- Knowledgeable about housing in New Jersey
- An RN, Public Health nurse, or a nurse who works (or worked) in a high-need area
- A retired nonprofit executive

Dave Harrison - Knows someone who is connected to the Nutley community, though he moved to Montclair recently. Dave will reach out to see if he would be interested in joining the Board.

Nominating will be sending Trustees a survey asking them to self-identify regarding their gender identity, sexual orientation, preferred gender pronouns, race, ethnicity, and disability status. The results will inform the Committee's understanding of the demographics of individuals on the Board, and additional gaps it may want to fill when recruiting new Trustees.

EXECUTIVE SESSION

Before going into Executive Session, Pam Scott presented the staff's recommendation to recruit a full-time Program Associate to replace Jackie Gifuni-Koutsouris. She reviewed:

- Key responsibilities of the position which were included in the Board packet.
- How the new hire would support the implementation of the Strategic Plan.
- Thoughts about succession planning, and the benefits of bringing on someone who can be developed to help with a transition to the next phase of leadership.
- The potential of a more limited candidate pool to recruit a part-time employee.
- The need for Grants administrative support to free up Pam and Kathy's time for community engagement and other program work.
- Proposed salary range for a full-time employee: \$65,000 to \$70,000 + benefits.

The following was noted in response to questions:

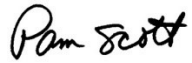
- Our recruitment strategy will include sharing the announcement with the networks of staff and PFH Board; and posting on Idealist, social media, and through membership organizations such as the Council of New Jersey Grantmakers.
- Jackie's role evolved from when she began in 2015 as she mastered her administrative responsibilities and was able to take on more, including evaluation. The proposed job description reflects changes in the grants program and what is needed to implement the Strategic Plan.

The recording was stopped. Pam, Kathy and Bhumi exited the meeting and the Board went into an Executive Session.

ADJOURNMENT

There being no other business, the meeting was adjourned at 8:00 PM.

Submitted by,



Pamela S. Scott
Executive Director

UPCOMING DATES

- **Spring Gathering of Community Partners and the Board**
Tuesday, May 16
6:00 – 8:00 PM
Van Vleck House, 21 Van Vleck Street, Montclair

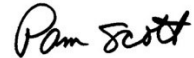
- **Board Meeting**
Wednesday, June 14
6:00 – 8:00 PM
Salvation Army, 13 Trinity Place, Montclair (*and via Zoom*)

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Behaviors that Enable Brave Space

WELCOME MULTIPLE VIEWPOINTS

Speak from your own experience by using “I statements” [or, “in my experience.”] Ask questions to understand the sources of disagreements.

OWN YOUR INTENTIONS AND YOUR IMPACTS

Respect each other’s experiences and feelings by taking responsibility—not just for your intention but for the effects of your words and behaviors on others. On the other side, if you have a strong reaction to something, let the group know. Be open to listening and learning.

WORK TO RECOGNIZE YOUR PRIVILEGES

Use this space to recognize and investigate your privileges (for example: race, class, gender, sexual orientation, ability). Intentionally honor the different experiences we all bring to this space, especially when they are unlike your own.

TAKE RISKS

Lean into discomfort: We are all in a learning process. Challenge yourself to contribute even if your words and ideas are not perfectly formulated.

STEP BACK

Share speaking time and try to speak after others who have not spoken. Think about “three before me” or W.A.I.T. = Why am I talking?

NOTICE AND NAME GROUP DYNAMICS IN THE MOMENT

We are all responsible for this space. Be aware of how others are responding or not responding. Invite others to name their feelings rather than assuming you understand how they feel. Ask for a “time out” or dialogue if needed.

ACTIVELY LISTEN

Use your energy to listen to what someone is saying before thinking about how to respond. Listen to yourself, as well, to notice when your defensiveness and denial arise.

CHALLENGE WITH CARE

Find ways to challenge others respectfully (“call in” rather than “call out”) for purposes of learning and be open to challenges of your own views. Think about how to question ideas without personal attacks.

CONFIDENTIALITY

Share the message, not the messenger, in order to build trust.

BREAK IT DOWN

Use simple language and background information when necessary. Ask for clarification when you need it. “I don’t understand but I want to understand.



Moving forward and hopefully away from the full weight of the pandemic, we asked ourselves what have we learned, what will we take forward.

Our best work during the pandemic emanated from collaboration and what we missed the most were the opportunities to meet in person and maintain and build relationships.



Unhoused Montclair

- Short term
 - Engage landlord's and incentivize to accept vouchers
 - Develop more affordable housing
- Medium Term
 - Create Housing Navigation Position
 - Increase Number of Case Managers
- Long Term
 - Set aside Township owned land for new development of dedicated housing units

One of our biggest undertakings, not in dollars but in time and collaboration is the Unhoused Montclair work. For those who are new to the Board, this collaborative effort brought together three Montclair funders, community agencies, Mountainside Hospital, the business improvement district, the public schools and others to review the support system for those who are experiencing homelessness.

The group pooled funding to have Monarch Housing facilitate monthly meetings, and to conduct focus groups with people who are unhoused to determine what they think of the current systems of support, and what needs to improve.

In May, Monarch will present a draft strategic plan for the group to review.

The group is now working to further its work. We have a list of grants made by the three local funders, and are looking at where our goals intersect.

We are taking our policy maps, gap analysis, and our willingness to be true partners out into the community.



Benefits of
Needs/Gaps/Funding
Analyses

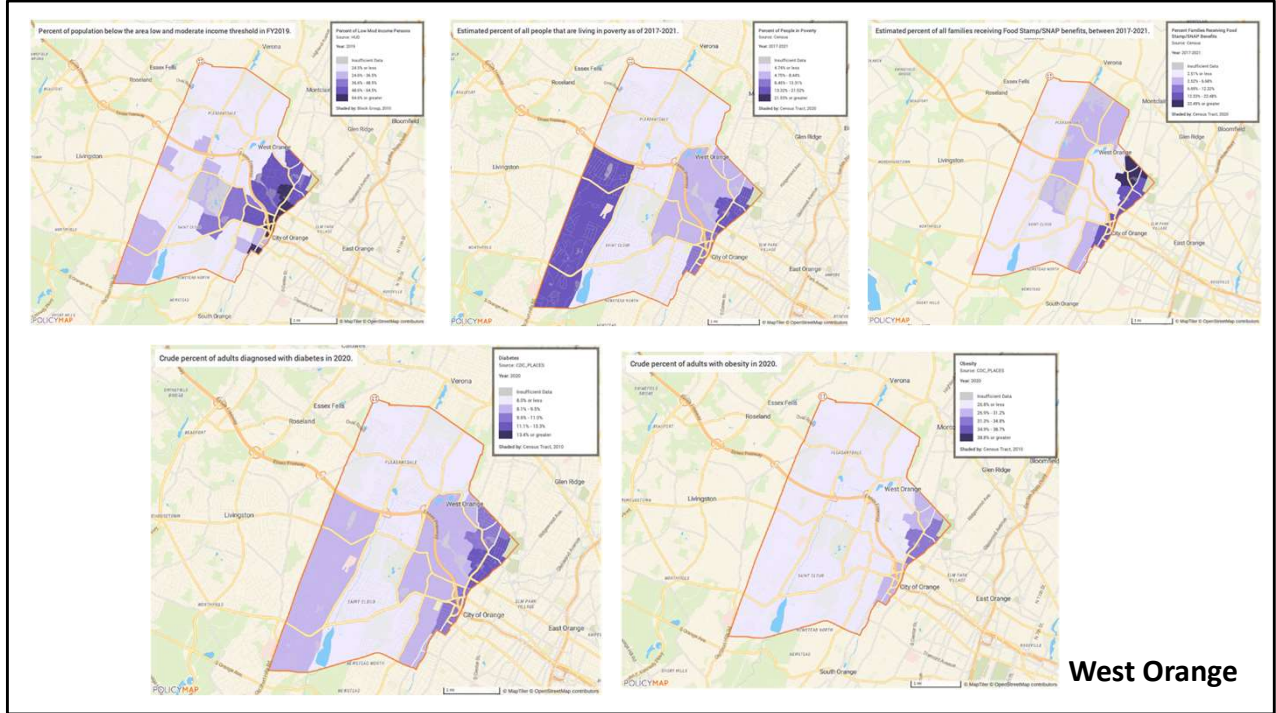
- Tells a story about PFH and partner foundation investments
- Grounds decision making and strategy development in local data
- Depicts service duplication and gaps in services, potential to increase better coordinated services
- Tracks patterns across funders, revealing opportunities for greater coordination and leveraging of funds
- Promote systems change and move further upstream

Can drive policy change as we scan the landscape for successes, or priority areas of need that aren't being well addressed.

Mapping community need

Snapshot of West Orange

We first showed some of our maps at the Board Retreat. Today I'm showing some maps of West Orange. We chose West Orange because it's a community where we have not made a lot of grants, but we do know there are areas of the community where residents are experiencing outsized needs and are in need of support services.



We recently met with the Advocacy Committee, and examined some of the maps. In each one of our focus communities, there is one area of town that consistently “lights up” with the most need.

The **dark purple** in the top row of these maps of West Orange show households at less than the moderate income threshold, families in poverty and SNAP recipients; and the maps on the bottom show how these indicators translate to health outcomes (incidence of diabetes and obesity). At the Advocacy Committee meeting, Felicia, Tekeyah and Abdur all recognized this area of need in West Orange.

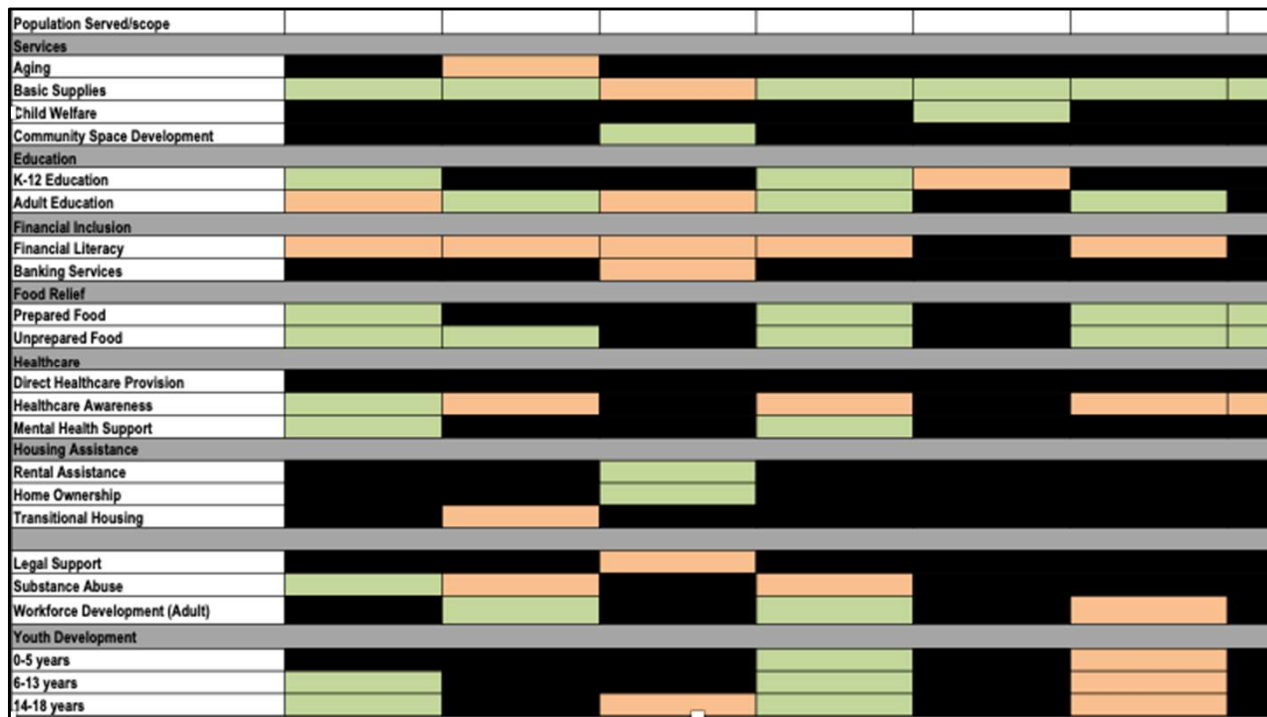
Abdur was quick to point out that this area had lost its supermarket. It has the highest SNAP enrollment within the community. This neighborhood is served by corner stores. This is where we have an opportunity to do policy and advocacy work, so these stores can offer healthy foods for purchase. How can we assist small stores with refrigeration and access to fresh farm products? It is this work that will take us beyond funding emergency food provision, to families shopping in their neighborhood with their SNAP and WIC benefits.

In Montclair, we are hopeful that a new supermarket will be coming soon, and perhaps it can happen as well in West Orange.

Gap Analysis of Available Services

How can we determine what needs are being addressed in our communities?

The maps show us where the need is the greatest, but need is only one part of the equation. We are also looking at what services currently exist in our communities, and asking which agencies are providing these services.



We met in December with other funders who are interested in food security and since then have had follow up meetings with the Office of the Food Security Advocate for New Jersey. The Director, Mark Dinglasan, used to be the Executive Director of CUMAC, an agency in Paterson. CUMAC joined with other agencies in Paterson to see how they could improve the services being offered in the city. They formed the Passaic County Justice League.

Part of their initial planning process was to do a gap analysis of services offered by 6 agencies in Passaic County, as depicted in the **chart on this slide**. Each column represents an agency, and services are listed by category in the far-left column. A green block signifies a primary service offered by the organization, whereas an orange block designates a secondary or referral to services by the organization.

The black rectangles depict an area that the agency is not addressing. For example, there is a lot of black within housing assistance (3rd from the bottom), indicating agencies are not covering these services. A similar analysis in our communities could provides us with an opportunity to talk to health departments and other stakeholders about where to focus resources.

We have been working with the Montclair Funders to identify where our funding overlaps, and which areas all of us might be missing. We hope this will lead to collaborative efforts to fund larger grants, and to catalyze change and advance equity together.

We were excited to see this analysis and think it would be great to replicate it, but are not sure that agencies would want to have this spotlight or are feeling the urgency to work on this.

Collaboration: Lessons Learned



The cornerstone of collaboration is taking time to build relationships and trust among partners and determine where our goals and objectives intersect.



Come away with a deeper understanding of how funder collaboration has the power to elevate grantmaking activity in a community through a commitment to shared learning, investing in collective data, and looking at prevention and root causes instead of symptoms.



Help PfH to scan the landscape to identify potential collaboration partners and deepen collaboration with other funders to catalyze change and advance equity.

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We are engaging with Bloomfield and Clifton Health Departments for their Community Health Needs Assessments (CHNA), as well as the Essex County Health Department. All three are seeking accreditation from the Public Health Accreditation Board; Essex County for the first time.

Maya Lordo, Health Officer for the Essex County Department of Health, is a former employee of the Bloomfield Health Dept. She championed the school breakfast program in Bloomfield a few years ago with a NJHCN grant from PFH. The County's CHNA is the best one I have seen. The questions are on point and include things like financial struggles and social isolation. Our hope is that they will share their questions with other communities. We also hope that PFH's core communities will all seek accreditation, which sets up a requirement for them to conduct CHNA's every 5 years. This leads to having systems in place that make it easier to identify and address health issues.

I've been invited to an Essex County community stakeholder meeting on Thursday (March 30). Maya reached out to us because, "[PFH] knows the needs in the communities we serve." She also stated the department has money available for Essex County communities; we are going to talk further about the specifications for those dollars and how they can be used.

Montclair finally has a new health officer, also from the Bloomfield Health Dept where she was Assistant Health Officer. We are meeting with her in early May.

And lastly, the PFH Advocacy Committee is starting its work in West Orange to discuss current and future partnerships. Other than significant grants to Zufall Health Center, PFH has not funded as much work as we would like to in West Orange.

Prioritizing Social Determinants of Health



Review Community Need
and Services Available



Review Funding by
Collaborating Foundations –
Leverage Dollars for Systems
Change



Work with Elizabeth Williams
Riley to Refocus our
Grantmaking Filter



Rebalance Grantmaking



Engage with Bloomfield,
Clifton, Essex County



Grow Advocacy Funding
Over the Long Term

Review community needs and services available, and make sure that area Community Health Needs Assessments look at this full picture and field quality health assessments.

Review and compare the funding of other foundations that serve our communities. Where can we work with others to leverage our dollars for system change?

Work with Elizabeth Williams-Riley to refocus our grantmaking filter. We want to use a series of questions to determine the criteria for funding, and if the request is aligned with our DEI and strategic plan objectives.

Engage with the communities that are already seeking accreditation and encourage others to consider this process.



**Criteria for New Trustees
March 2022**

OUR VISION

Thriving communities ensuring health for all.

OUR MISSION

Partnering to advance health equity through learning, grantmaking, and advocating.

Partners for Health seeks Trustees who demonstrate an alignment between the Foundation's [Vision and Mission](#) and the candidate's professional and lived experience.

Ideal candidates:

- Live, work or volunteer in one or more of the communities served by PFH, and are knowledgeable about the community's needs
- Acknowledge that everyone prospers when the needs of those who experience health inequities are recognized and supported
- Are willing to advocate for the Foundation's goals in the community
- Bring a unique perspective and style of thinking to Board discussions
- Are respectful of others, and will encourage and support a culture of collaboration and active listening
- Are open-minded, objective and impartial
- Are proven leaders, or have the potential to grow into a leadership role
- Are able to commit the time necessary to be an active and productive Trustee, including attendance at in-person or virtual Board meetings (held quarterly); Committee meetings (held 3-4 times per year, depending on the Committee); and time to read pre-meeting materials.

Contact:

Pam Scott
Executive Director
pscott@partnersfdn.org
973-746-6133



Partners for Health FOUNDATION

PARTNERS FOR HEALTH TRUSTEE RESPONSIBILITIES & EXPECTATIONS

Partners for Health Foundation Board of Trustees work collaboratively with one another, staff, grantees, and other community-based stakeholders to support the Foundation's efforts to achieve its vision of thriving communities ensuring health for all. Trustees demonstrate a commitment to health equity, as well as continuous learning from those with lived experience to inform their decision-making.

Responsibilities

- Maintain a culture of respect for fellow Trustees and staff during meetings. Foster an inclusive environment for open communications, inquiry, and learning. Encourage the appreciation of diverse perspectives and opportunities for reflection.
- Work to increase diversity, equity, and inclusion across all Foundation functions. Participate in training programs to support and maintain cultural competency within the organization.
- Facilitate connections with well-aligned contacts that can help the Foundation achieve its goals and objectives.
- Serve as an ambassador for the Foundation in the community by sharing information about the Foundation's mission and vision.
- Prioritize the interests of the Foundation before personal and professional interests when making decisions on behalf of the Foundation.
- Ensure that the learning, grantmaking, and advocating efforts of the Foundation continue to align with the vision, mission, and the needs of members of the community who are most vulnerable to health inequities.
- Comply with all Board policies, including but not limited to policies to address: Confidentiality, Conflicts of Interest, and Media Relations.

Expectations

- Attend Board and relevant Committee meetings (in person, via phone or videoconference). The Board meets quarterly in March, June, October and December, starting at 6 PM. Special meetings of the Board are held on an as-needed basis. Less than 50% attendance at all Board and Committee meetings during any calendar year may make a Trustee ineligible for re-election.

- Thoroughly review materials that are distributed in advance of Board and Committee meetings, to be able to fully participate in discussion and votes. If at all possible, submit questions about any meeting materials, and especially grant proposals, to staff in advance of the meetings.
- If unable to attend a meeting in person or virtually, sign and submit a proxy vote.
- Actively serve on at least one Standing Committee of the Board.
- Annually, participate in learning or relationship-building opportunities in the communities served by Partners for Health, and with agencies that work to support those most vulnerable to health inequities. These opportunities may include listening to a presentation from a community partner at a Board or Grants Committee meeting; attending community meetings; participating in a site visit with a prospective grantee; participating in listening sessions with agencies and serving as a volunteer in such an agency. It is recommended that Trustees participate in four (4) learning opportunities each year.
- Assist the Nominating Committee in identifying prospective candidates for the Board.
- On an annual basis, complete a Conflicts of Interest questionnaire, and Board Self-Assessment Survey.