



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH**  
**Medical College of Wisconsin**  
**January 4, 2024**

**Meeting Minutes**

**Directors Present:** Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President, MCW; Catherine Kolkmeier, Executive Director, Medical Health Science Consortium; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; Paula Tran, State Health Officer and Administrator of the Division of Public Health, Wisconsin Department of Health Services | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment

**I. Call to Order**

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:01.

**II. Approval of December 7, 2023, Consortium Minutes**

The December 7, 2023, meeting minutes of the MCW Consortium on Public and Community Health were reviewed. Mr. Shields moved to approve the minutes. Dr. Raymond seconded the motion. The Consortium unanimously approved the motion.

**III. Programmatic Updates**

**a. FY23 Audit**

Dr. Ehrenfeld reported that AHW FY23 programmatic and financial audits have been completed, without major findings. The insurance commissioner has posted the findings on the Office of Commissioner of Insurance website, as part of the typical process, he said, noting that the document is also available to Consortium members in the Salesforce library. Dr. Ehrenfeld referenced scheduled touchpoints with the insurance commissioner, underscoring a strong relationship with the office.

**b. 2025 Seed Grant Community-Academic Partnership Model**

Dr. Ehrenfeld shared information about input AHW has received both formally and informally from academic and community partners about AHW processes, including its community-academic partnership model. He detailed features of the current model, which is used for both Seed Grants and Momentum Grants, and discussed challenges related to the prevailing method. He then proposed a revised approach, outlining refinements to processes related to partnership development, partner roles, and project budgets. Enthusiasm for the new approach was expressed by multiple Consortium members. Ms. Harrison asked if funding awards would still be split between community and academic partners. Dr. Ehrenfeld explained that the full grant amount would be available to community organizations and that academic partners would submit separate budgets. Ms. Kolkmeier asked if the new model would give necessary consideration to the “fit” between community and academic partners. Dr. Ehrenfeld answered that some details regarding partner matching needed to be worked out, but that input AHW received on this point was taken into consideration in building the model. Mr. Shields asked whether the new model may have a deleterious effect on proposal

quality for some applicants. Dr. Maduekwe said that AHW is thinking about expanding assistance to grant applicants equity across the applicant pool. Dr. Kerschner encouraged leveraging this new model to build capacity within the academic cohort. Dr. Ehrenfeld noted that the new approach “professionalized” an important role that has been fulfilled on an ad hoc basis historically. He also said that the new approach enhanced the accessibility to AHW funds, as required by the Commissioner’s Order. Ms. Tran noted that the new model created an opportunity for mutual benefit between community and academic partners, particularly in regard to community-based participatory research (CBPR). Dr. Ehrenfeld said AHW would further develop the model and share details with the Consortium as they are formalized.

#### **IV. Decision Making**

##### **a. 2024 Momentum Grant LOI Review**

Dr. Ehrenfeld reported AHW received 84 letters of intent for Community-Led Momentum Grants. He explained that \$6 million was allocated for this funding opportunity, which could support approximately 24 projects of up to \$250,000. Projects, he noted, need to be completed within a 24-month period beginning on July 1, 2024. Dr. Ehrenfeld then recapped the process for reviewing the letters of intent. Each reviewer, he said, provided scores and comments on the strengths and weaknesses of the proposed projects in three areas: impact, feasibility, and alignment with the call for applications. Dr. Ehrenfeld explained the scoring scale and referenced a document in which all proposals were listed in rank order along with brief descriptions. He invited discussion of the rank order and approval of a slate of proposals to advance to the full proposal stage. Discussion centered around striking the right balance in an approved slate so as to include a logical cut-off point and create a pool whose members have a reasonable chance of final approval. Dr. Ehrenfeld provided criteria used by the review panels to create the ranking. Dr. Raymond moved to advance the top 33 letters of intent. Mr. Shields seconded the motion. After discussion, Dr. Raymond amended his motion to include letters of intent scored 2.56 and higher, the top 43 proposals. Mr. Shields seconded the motion, which passed on a unanimous vote by Consortium members. Dr. Ehrenfeld said that AHW will notify all applicants of the outcome of the review, including sharing the detailed reviewer comments with all applicant teams and supporting those invited to submit full proposals.

##### **b. Community Cancer Science Network – Collaborative Work Groups Full Proposal Review**

Dr. Ehrenfeld referenced a proposal entitled, “Strategic Investments to Bridge the Gaps in Prevention and Care to Reduce Inequities in Cancer.” He explained that Dr. Young and the Center for Urban Population Health are requesting \$4.8 million over 36 months to support communities, academics, and healthcare systems to work together to affect meaningful changes in cancer prevention and early detection, prioritizing those experiencing cancer disparities. The project’s goals, he added, are to improve cancer-related outcomes and foster learning that will generate sustainable practice and policy changes. Dr. Ehrenfeld then provided a detailed history of this project, which has received joint funding through both the Consortium and the MCW Research and Education Advisory Committee (REAC), before inviting discussion of the proposal. Ms. Kolkmeier asked about any precedence for projects receiving joint funding from the Consortium and REAC. Ms. Rice explained that this is the only project of its kind. Ms. Tran asked about the progress the project had made toward its stated goals since its inception. Dr. Maduekwe explained that the project’s original timeline had been affected by the COVID-19 pandemic, and that feedback and facilitation offered by the Consortium would be shared with the project team. Dr. Raymond made a motion to approve the proposal. Ms. Kolkmeier seconded the motion, which was approved on a unanimous vote.

#### **V. Director’s Report**

##### **a. REAC Update**

Dr. Ehrenfeld reported that in its December meeting, the REAC approved a proposal by Dr. Urrutia entitled, “A Data Science-Enhanced Genomic Program for Advancing the Health of Our Wisconsin Children.” He added that the REAC would also review the Community Cancer Science Network proposal in its meeting on Jan. 10. Ms. Ellis noted that a joint meeting of the Consortium and REAC is being planned for April 4 and that details would be provided once they were confirmed.

#### **VI. Adjourn**

The meeting of the MCW Consortium on Public and Community Health adjourned at 3:16 p.m.



Next Meeting:  
February 1, 2024  
2:00 to 4:00 p.m.



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH  
Medical College of Wisconsin  
Virtual Meeting  
February 1, 2024**

**The February 1, 2024 meeting was canceled.**



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH**  
**Medical College of Wisconsin**  
**March 7, 2024**

**Meeting Minutes**

**Directors Present:** Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President, Medical College of Wisconsin; Catherine Kolkmeier, Executive Director, La Crosse Medical Health Science Consortium; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Paula Tran, State Health Officer and Administrator of the Division of Public Health, Wisconsin Department of Health Services | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment | **Guest:** Pamela Knecht, President & CEO, Accord Limited

**I. Call to Order**

Dr. Ehrenfeld called the meeting of the MCW Consortium on Public and Community Health to order at 2:02.

**II. Programmatic Updates**

**a. Board Development**

Ms. Ellis introduced Pam Knecht, president and CEO of Accord Limited. Ms. Knecht led a discussion with prepared slides focused on Enhancing the Effectiveness of the MCW Consortium Board. She discussed both the MCW Consortium and MCW Board of Trustees governance roles and responsibilities in the context of other types of boards, including boards of varying maturity. Dr. Raymond noted that certain members of the consortium have dual responsibilities—to the Consortium as well as to MCW’s Board of Trustees. Discussion of the Board of Trustees’ authority over Consortium decisions followed. Ms. Knecht then outlined the Consortium’s core governance responsibilities and fiduciary duties, as defined by organizational and legal documents, contrasting these with other board types. Ms. Tran asked for clarification on what constitutes a quorum, for open meetings purposes. Dr. Ehrenfeld answered that a meeting of five members of the Consortium constitutes a quorum, and that a “rolling quorum,” which the Consortium avoids, could be achieved through successive, individual contacts between board members. Ms. Harrison expressed a desire to make the implicit assumptions of power within the Consortium explicit, in order to build an understanding of the “rules of the road,” and to foster equity. Ms. Knecht concluded the discussion with a suggested list of responsibilities for Consortium members, sample meeting guidelines, and encouragement to Consortium members to act as partners with AHW through engagement and individual accountability.

**III. Approval of January 4, 2024, Consortium Minutes**

The January 4, 2024, meeting minutes of the MCW Consortium on Public and Community Health were reviewed. Ms. Harrison moved to approve the minutes. Dr. Raymond seconded the motion. The Consortium unanimously approved the motion with six affirmative votes and one abstention.

**IV. Programmatic Updates**

**a. HWPP Operating Budget**

Dr. Ehrenfeld presented a draft HWPP operating budget for fiscal year 2025 (FY25), which runs July 1, 2024, through June 20, 2025. He highlighted a proposed budget of \$2,028,159, up roughly 3% from the previous year. This total reflects a projection that he said will be within 10% of where the final budget is expected to land. Dr. Ehrenfeld then shared information on AHW’s staff count and quality, including AHW’s continuing recruitment of interns from local colleges and universities. He shared detailed information on projected FTEs and personnel costs for the upcoming year, showing staff growth over the years, and provided national comparisons for foundation staffing relative to funds managed. He also showed how AHW’s organizational grant and operational spending has grown in recent years, before discussing AHW expense types and providing details on functional budgets for operations/programming; grants management; and communications. He drew special attention to AHW’s partnership with the Milwaukee office of the Area Health Education Center on a Community Health Intern Program (CHIP). He reported that AHW hosted two CHIP interns last summer and plans to host two interns again this summer. He then summarized new and potential FY25 initiatives including the addition of ThriveOn workspaces, new learning center audio-visual equipment, a potential state health policy fellowship, a fellowship organized with the Association of Health Care Journalists, and a number of new operational initiatives. Dr. Raymond thanked Dr. Ehrenfeld for AHW’s careful stewardship of the endowment and reminded Consortium members that MCW bears certain administrative costs associated with the endowment, which is different than how the (UW) Wisconsin Partnership Program is operated. Dr. Kerschner praised Dr. Ehrenfeld and the AHW team for the innovation and entrepreneurial spirit driving new initiatives, noting that the visibility of AHW has increased both statewide and nationally. Ms. Tran agreed, adding that AHW has gained attention as a statewide leader in health improvement.

**V. Director’s Report**

Dr. Ehrenfeld reminded Consortium members that the next meeting will be in person with the REAC at MCW. The agenda will focus on AHW’s landmark initiatives to address hypertension, youth behavioral health, and workforce wellness.

**VI. Adjourn**

The meeting of the MCW Consortium on Public and Community Health adjourned at 3:37 p.m.



Next Meeting:  
April 4, 2024  
2:00 to 4:00 p.m.

Joint meeting with REAC, in person at MCW



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH  
RESEARCH AND EDUCATION ADVISORY COMMITTEE  
Medical College of Wisconsin  
April 4, 2024**

**Joint Meeting Minutes**

**Consortium Directors Present:** Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President, MCW; Catherine Kolkmeier, Executive Director, La Crosse Medical Health Science Consortium; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Paula Tran, State Health Officer and Administrator of the Division of Public Health, Wisconsin Department of Health Services | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment

**REAC Members Present:** Ivor Benjamin, MD, FAHA, FACC, Director of the MCW Cardiovascular Center; Shelisa Dalton, MBA, Chief Financial Officer; Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director for the AHW Endowment; José Franco, MD, Senior Associate Dean for Education in the School of Medicine; Cecilia Hillard, PhD, Associate Dean for Research; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President; John Mantsch, PhD, Chair and Florence Williams Professor of Pharmacology and Toxicology; Ann B. Nattinger, MD, MPH, MACP, Senior Associate Dean for Research in School of Medicine, Associate Provost for Research; Amy Prunuske, PhD, Associate Professor | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments

**I. Call to Order**

Dr. Ehrenfeld called the joint meeting of the MCW Consortium on Public and Community Health and Research and Education Advisory Committee to order at 2:04.

**a. Introductions**

Members of the Consortium and the REAC introduced themselves and their respective roles to the group.

**II. Programmatic Update**

**a. Landmark Initiative Planning**

Dr. Ehrenfeld summarized AHW’s funding philosophy and grant tiers and timing. He then provided a history of AHW’s large-scale funding initiatives, including the Community and Cancer Science Network; the Advancing Behavioral Health Initiative; and the Violence Prevention Initiative. He then summarized the need behind each of AHW’s proposed landmark initiatives: hypertension; childhood behavioral health; and health workforce well-being. He also discussed considerations and opportunities associated with each before prompting members to consider structural elements of future Landmark Initiatives that would foster or impede success. Dr. Nattinger asked what the likelihood was that AHW would fund each of these focus areas. Dr. Ehrenfeld answered that the goal is to fund all of them, and that AHW had projected future budgets to do so. Attendees then broke into three groups to brainstorm on each proposed initiative, recording their thoughts on what stood out most from the assigned pre-read materials and what was missing from these materials. After the breakout discussions, Dr. Ehrenfeld summarized notes placed on posterboards for each proposed initiative. He then invited Ms. Dalton to speak on the endowment’s financial position. She said that

the endowment's investments were ahead of peer groups and in line with an "optimistic" financial scenario. She stated she was comfortable with AHW's financial projections which included funding for the proposed Landmark Initiatives.

- Dr. Ehrenfeld made a motion to the Consortium to approve allocating a \$10 million investment from the Consortium over 5-10 years to support work in hypertension control and cardiovascular risk reduction across the state. Dr. Martin seconded the motion. In discussion, Dr. Martin asked how the final timeframe of the investment would be determined. Dr. Ehrenfeld said that the model assumed a 10-year investment, but that the final mechanism would be discussed and approved by the two governing bodies. The motion passed on a unanimous vote by Consortium members.
- Dr. Ehrenfeld moved to approve allocating a \$10 million from the Consortium over 5-10 years to support work in childhood behavioral health. Mr. Shields seconded the motion, which passed on a unanimous vote by Consortium members.
- Dr. Ehrenfeld moved to approve allocating a \$5 million investment from the Consortium over 5-10 years to support work in improving the well-being of Wisconsin's health and public health workforce. Dr. Martin seconded the motion, which passed on a unanimous vote by Consortium members.
- Dr. Ehrenfeld moved to approve allocating a \$10 million investment from REAC over 5-10 years to support work in hypertension control and cardiovascular risk reduction; to approve allocating a \$10 million investment from REAC over 5-10 years to support work in childhood behavioral health; to approve allocating a \$5 million investment from REAC over 5-10 years to support work in improving the well-being of Wisconsin's health and public health workforce. Dr. Benjamin seconded the motion, which passed on a unanimous vote by REAC members.

Dr. Ehrenfeld said that AHW staff would identify next steps in each focus area that may include identification of a champion and other items aligned with planning activities. He said the goal was to make an announcement of the commitments at AHW's 20<sup>th</sup> anniversary event in June. He welcomed continued feedback throughout the planning process around these initiatives.

### **III. Director's Report**

Dr. Ehrenfeld noted that slides from the board development session for the Consortium had been added to the Salesforce Library. He also highlighted the 20<sup>th</sup> anniversary event taking place in Green Bay on June 20, encouraging all Consortium and REAC members to register to attend. He also drew the group's attention to the MCW Magazine's cover story on AHW's 20<sup>th</sup> anniversary, and he provided details on the Black Men in White Coats Milwaukee Youth Summit AHW is organizing in Milwaukee on May 4.

### **IV. Adjourn**

Ms. Rice thanked Consortium and REAC members for their thoughtful input on AHW's Landmark Initiatives. She also thanked AHW staff for their work on the Five-Year Plan and for the robust planning behind the joint meeting. The meeting at 3:55 p.m.



Next Meeting:  
Consortium:  
May 2, 2024  
2:00 to 4:00 p.m.

REAC:  
May 8, 2024  
11:00 a.m. to 12:30 p.m.





**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH**  
**Medical College of Wisconsin**  
**May 2, 2024**

**Meeting Minutes**

**Directors Present:** Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President, MCW; Catherine Kolkmeier, Executive Director, La Crosse Medical Health Science Consortium; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; Paula Tran, State Health Officer and Administrator of the Division of Public Health, Wisconsin Department of Health Services | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Kelly Lietz, Communications Director, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment | **Guest:** Shelisa Dalton, MBA, Chief Financial Officer, Medical College of Wisconsin

**I. Call to Order**

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:03.

**II. Approval of March 7, 2024, and April 4, 2024, Consortium Minutes**

Ms. Rice asked for discussion of the Consortium March meeting minutes. With no discussion, Ms. Kolkmeier moved to approve the minutes. Dr. Ehrenfeld seconded the motion, which passed on a unanimous vote. Ms. Rice asked for discussion of the meeting minutes of the joint Consortium-REAC April minutes. With no discussion, Mr. Shields moved to approve the minutes. Dr. Ehrenfeld seconded the motion, which passed on a unanimous vote.

**III. Decision Making**

**a. 2025 Seed Grant Allocation Approval**

Dr. Ehrenfeld introduced AHW’s next Seed Grant funding opportunity, scheduled for launch in June. He recapped the objectives and outcomes of previous funding cycles for this grant type. He said that the 2025 funding opportunity will continue to support community-led teams to test new approaches, incubate novel ideas, and build new or strengthen existing partnerships that build a foundation to grow into long-term, larger efforts to improve health and advance health equity in Wisconsin. The funding opportunity will allow requests up to \$50,000 for projects completed over a 12-month period, he said, adding that the RFA will use a one-stage application and will use a peer review process. Dr. Ehrenfeld updated Consortium members on the new community-academic partnership model AHW will be using for this grant and provided a timeline for the application process. He asked for an allocation of up to \$1 million, which could support up to 20 community-led projects, and \$800,000 to support faculty time and modest travel funds. In discussion, Ms. Kolkmeier asked if a Seed Grant award would be considered as part of a larger grant application. Ms. Ellis noted that AHW does not “weight” Seed Grant recipient applications in following funding rounds. Dr. Martin moved to approve the proposed Seed Grant funding allocation. Ms. Kolkmeier seconded the motion, which passed on a unanimous vote.

**b. 2024 Momentum Grants Approval**

Dr. Ehrenfeld reported that 42 proposals were submitted for AHW’s Community-Led Momentum Grants funding opportunity, for which \$6 million was allocated. With each proposal requesting up to \$250,000, he noted that AHW could fund approximately 24 projects. Dr. Ehrenfeld outlined the review process for the applications, noting that AHW staff consulted with 71% of the applicant teams to answer questions and review versions of their applications. In total, he said, AHW staff provided 32 hours of consultation to applicants—five times the number of hours of consultation provided during the last round of similar investments in 2022. He added that despite these consultations, AHW had to request revisions from nearly one-third of applicants. The process required 343 emails from AHW staff to applicants and 423 signature requests. Dr. Ehrenfeld summarized results of a process analysis AHW conducted that showed consultations resulted in fewer revision requests. He provided details on the 127 desk reviews, followed by panel meetings, which yielded 366 final scores, the averages of which were used to provide Consortium members with a ranked listing of proposals. He invited discussion of the ranked proposals. Mr. Shields sought confirmation that the budget allocated for this funding opportunity was \$6 million. He then asked about the status of one of the applicants, noting news reports relating to the organization. Dr. Ehrenfeld said he was aware of the organization’s challenges and that the Consortium could either remove it from the slate or leave it in pending follow-up discussions with the applicant. Ms. Rice asked whether Consortium could approve an amount greater than the \$6 million allocated. Dr. Ehrenfeld said this is possible. Dr. Kerschner noted that having a “cut point” for approved projects was healthy both for AHW and for the applicants. Ms. Tran noted the intent of the funding was to give good ideas a shot. Dr. Martin moved to approve all proposals through ranking #22 (which includes 23 total projects). Dr. Ehrenfeld seconded the motion, which passed on a unanimous vote. Ms. Rice asked what should be done about the organization that was experiencing financial challenges. Ms. Ellis noted that there would be several more checkpoints in the application process in which this organization’s ability to fulfill the proposal would be further scrutinized, accommodating for a project to not be initiated if necessary. Dr. Ehrenfeld invited input from the Consortium on whether AHW should make consultations mandatory as part of the application process. Ms. Kolkmeier noted that many organizations are “fearful” of their funders, and that a required consultation might help dispel their anxiety. Further discussion found agreement on difficulty with enforcing such a mandate.

#### **IV. Director’s Report**

Dr. Ehrenfeld said that the Consortium would not meet in June, but that he hoped all members could attend the Advancing Health for ALL Wisconsin Conference in Green Bay on June 20, 2024.

#### **V. Programmatic Update**

##### **a. AHW Messaging**

Dr. Ehrenfeld introduced Mr. Lietz to provide an overview of key AHW messaging strategies and tools. Mr. Lietz referenced a video produced in conjunction with AHW’s 20<sup>th</sup> anniversary detailing the endowment’s mission and impact. He also shared printed materials that Consortium members could draw from when sharing information about AHW with their contacts. He concluded by outlining components of AHW’s communications strategy related to its 20<sup>th</sup> anniversary.

##### **b. Review Financial Projections**

Ms. Dalton shared financial projections for AHW, drawing on three investment return scenarios. Some scenarios forecasted dipping into AHW’s surplus at varying future points, which Ms. Dalton noted could be pushed out if historical underspending is realized.

#### **VI. Adjourn**

Dr. Maduekwe reminded attendees that the AHW-organized Black Men in White Coats Youth Summit was taking place on Saturday, encouraging all to attend if possible. The meeting of the MCW Consortium on Public and Community Health adjourned at 3:00 p.m.



Next Meeting:  
July 11, 2024  
2:00 to 4:00 p.m.



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH  
Medical College of Wisconsin  
Virtual Meeting  
June 20, 2024**

**The June 20, 2024 meeting was canceled.**



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH**  
**Medical College of Wisconsin**  
**July 11, 2024**

**Meeting Minutes**

**Directors Present:** Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Catherine Kolkmeier, Executive Director, La Crosse Medical Health Science Consortium; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment

**I. Call to Order**

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:02.

**II. Approval of May 2, 2024, Consortium Minutes**

The Consortium reviewed the minutes from the May 2, 2024, meeting. Dr. Ehrenfeld moved to approve the minutes. Mr. Shields seconded the motion. The Consortium unanimously approved the motion.

**III. Decision Making**

**a. 2025 Momentum Grant Allocation**

Dr. Ehrenfeld reviewed the overwhelmingly positive response to AHW’s previous Momentum Grant funding round, detailing the number of applications received and the review and approval process that resulted in a Consortium investment of nearly \$5.5 million in 22 projects, which officially began their work on July 1. He then summarized survey responses from applicants. He also shared results from the merit reviewer survey. Dr. Ehrenfeld went on to outline AHW’s proposed approach to its next round of Momentum Grant funding. He laid out the timeline of the RFA and merit reviews for the grants, which would result in a slate of applicants invited to submit full proposals due in early March 2025. Final funding determinations, he said, would then be made by REAC in May 2025. Mr. Shields approved to move forward with the proposed allocation, process, and timeline. Ms. Harrison seconded the motion, which passed on a unanimous vote of the Consortium.

**IV. Programmatic Update**

**a. 2025 Seed Grant Academic Cohort**

Dr. Ehrenfeld reminded Consortium members of AHW’s shift in May to a new approach for community-academic partnerships for Seed Grant funding. He detailed AHW’s efforts to recruit academic partners in five pre-defined areas: implementation partner; health-related content expert; evaluation-related partner; data collection and analysis partner; and policy and systems change partner. He shared data on the applications AHW received, noting that about a quarter of the applicants had never received AHW funding. He said that potential partners were interviewed by community leaders as part of the vetting process. The process, he reported, led to 20 applicants to be invited to join a cohort of faculty approved to work with community-led Seed Grant projects. Ms. Kolkmeier asked if community partners will be limited to one academic partner.

Dr. Ehrenfeld answered that this would be the case. Ms. Harrison noted that this approach would strengthen AHW's academic partner "bench strength." Ms. Kolkmeier asked how many grants each academic partner would be assigned to. Dr. Ehrenfeld answered that it would most likely be one or two, though the final numbers would depend on the approved slate.

## **V. Director's Report**

### **a. AHW 20<sup>th</sup> Anniversary Event**

Dr. Ehrenfeld thanked REAC members who attended AHW's 20th anniversary event in Green Bay on June 20. He recapped the event's itinerary, noting that 220 people attended the conference, representing a broad mix of MCW staff, faculty and learners, and representatives from non-profit organizations, health departments, and other healthcare entities. He summarized an afternoon session focused on Health Workforce Well-Being, one of AHW's Landmark initiatives. He also provided details on other breakout sessions in which 31 AHW-funded projects presented on their funded work. He highlighted the evening's dinner event, in which six AHW partners received awards for exceptional achievements. He ended by summarizing the extensive media coverage the event garnered. Ms. Kolkmeier asked if notes from Dr. Stadler's conference session would be made available. Dr. Ehrenfeld answered that a summary could be shared. Ms. Rice shared news of a new position she will be assuming with her employer.

## **VI. Adjourn**

The meeting of the MCW Consortium on Public and Community Health adjourned at 2:58 p.m.



Next Meeting:  
Aug. 1, 2024  
2:00 to 4:00 p.m.



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH  
Medical College of Wisconsin  
Virtual Meeting  
August 1, 2024**

**The August 1, 2024 meeting was canceled.**



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH**  
**Medical College of Wisconsin**  
**September 5, 2024**

**Meeting Minutes**

**Directors Present:** Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Catherine Kolkmeier, Executive Director, La Crosse Medical Health Science Consortium; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Tony Shields, President & CEO, Wisconsin Philanthropy Network; | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Dean and Deputy Director, Advancing a Healthier Wisconsin Endowment | **Guest:** Shelisa Dalton, MBA, Chief Financial Officer, Medical College of Wisconsin

**I. Call to Order**

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:01.

**II. Approval of July 11, 2024, Consortium Minutes**

The Consortium reviewed the minutes from the July 11, 2024, meeting. Dr. Ehrenfeld moved to approve the minutes. Ms. Kolkmeier seconded the motion. The Consortium unanimously approved the motion.

**III. Programmatic Update**

**a. Member Terms and Nomination Process**

Ms. Rice referenced a document describing Consortium member appointments and the capacity in which each member is currently serving, noting that certain members’ terms will expire in December 2024. Ms. Harrison, she noted, has elected not to continue on the Consortium beyond the end of the year. As a result, a nomination process needs to be initiated, she said, calling attention to a proposed timeline and corresponding tasks, including the formation of a subcommittee to lead the process. The stipulations of the Commissioner’s Order prescribes that the subcommittee must consist of Mr. Shields, Ms. Kolkmeier, Ms. Tran, and Ms. Rice. Ms. Rice proposed that the subcommittee meet in October or November to review the Public Call for Nominations, which will then be marketed with a deadline in February. She outlined a schedule of events that would result in a July 2025 start for the new member. Dr. Ehrenfeld thanked Ms. Harrison for her helpful contributions to the Consortium, both within and between scheduled meetings. Ms. Kolkmeier sought clarification on when member terms begin. Ms. Ellis said that normally, they align with the calendar year, but that the recruiting timeline for the new member would result in a later start date.

**b. 2025 Seed Grant Submissions**

Dr. Ehrenfeld provided a recap of AHW’s Seed Grant funding opportunity, detailing the objectives of \$50,000 grants and reminding Consortium members that AHW introduced a new community-academic partnership model with this funding round. He noted that the Consortium had approved an allocation of \$1 million, which could support up to 20 Community-Led Seed Grant projects. He referenced a strong promotional effort that resulted in 74 seed grant submissions, nearly double the number of applications

received last year. He characterized the focus and geographic coverage of the applications before describing the review process that is being coordinated by AHW's grants team, which will result in a rank order of proposals for Consortium review in October. Following Consortium's approval of a final slate of projects for funding, AHW will communicate the outcome of the review with all applicants, he said, adding that AHW will conduct an applicant and reviewer surveys. Ms. Rice asked whether AHW is adequately staffed to handle the number of consultations that were sought. Dr. Ehrenfeld responded that if the trend continues, AHW would either have to "turn down the volume," or adjust staffing. He would prefer to do the latter, he said. Ms. Kolkmeier asked if there were any trends associated with the increased applicant volume, such as new sectors or geographies. Dr. Ehrenfeld noted that AHW is more "visible" in the market, and that promotional activity has increased. He added that the structural change to the community-academic partnership model also contributed to spike in applications. Dr. Maduekwe noted that she is reviewing all applicants to gauge grantsmanship among applications. The goal, she said, is to be accessible, but not lower the bar on projects receiving funding.

#### **IV. Director's Report**

##### **a. National Advisory Committee**

Dr Ehrenfeld reported that AHW's National Advisory Committee (NAC) would be meeting in Milwaukee from Sept. 18 through Sept. 20. The NAC is a group of national thought leaders in public health and philanthropy that has agreed to share their expertise with AHW, he explained. During the meeting, the NAC and endowment representatives will discuss AHW's Five-Year Plan, Landmark Initiatives, programming, and evaluation approach. Ms. Rice asked whether any Consortium or REAC members would be participating in meetings with the NAC. Ms. Ellis said that Ms. Tran would be joining one of the dinners.

##### **b. Review Financial Projections**

Dr. Ehrenfeld reviewed three projections for the financial performance of the AHW endowment, ranging from "optimistic" to "stress test." Focusing on the optimistic projections, he drew attention to the projected balance of the account, which represents "spendable funds," after the fulfillment of AHW's commitments. He noted that if the endowment ever experiences unexpected stress, spending adjustments can be made. In response to a question from Ms. Kolkmeier, Dr. Ehrenfeld described the five-year projection figures as a "rule of thumb" for decision-making. Ms. Dalton expressed confidence in the performance of the endowment that AHW can fulfill its commitments. According to the latest report, the Endowment has shown a return of 7.1%, which is close to the optimistic view represented in the financial projections, she explained.

#### **V. Adjourn**

The meeting of the MCW Consortium on Public and Community Health adjourned at 2:30 p.m.



Next Meeting:  
October 10, 2024  
2:00 to 4:00 p.m.





**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH**  
**Medical College of Wisconsin**  
**October 10, 2024**

**Meeting Minutes**

**Directors Present:** Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Catherine Kolkmeier, Executive Director, La Crosse Medical Health Science Consortium; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; Tony Shields, President & CEO, Wisconsin Philanthropy Network; Paula Tran, State Health Officer and Administrator of the Division of Public Health, Wisconsin Department of Health Services | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment

**I. Call to Order**

Dr. Ehrenfeld called the meeting of the MCW Consortium on Public and Community Health to order at 2:04.

**II. Approval of September 4, 2024, Consortium Minutes**

The Consortium reviewed the minutes from the September 4, 2024, meeting. Mr. Shields moved to approve the minutes. Ms. Kolkmeier seconded the motion. The Consortium unanimously approved the motion.

**III. Programmatic Update**

**a. Annual Conflict of Interest Certification**

Dr. Ehrenfeld referenced AHW's conflict of interest policy, noting that each year in October Consortium members are asked to sign a conflict of interest certificate. He reviewed the general requirements of the policy and noted that continuing Consortium members would receive an email asking for an electronic signature on the certificate.

**IV. Decision Making**

**a. Term Renewals**

Dr. Ehrenfeld referenced the Consortium terms document shared in advance with members, noting that the terms for Ms. Rice, Ms. Harrison, Dr. Raymond, and Dr. Martin will expire in December. He said that Dr. Raymond and Ms. Rice had both confirmed their intention to continue on as Consortium members. In the meeting, Ms. Harrison confirmed that she will not continue on, while Dr. Martin indicated that he would.

**b. Annual Project Progress Approval**

Dr. Ehrenfeld provided an update on funded projects, as is AHW's practice at the October annual meeting. He said that during fiscal year 2024, AHW had 111 active projects representing \$26 million across eight funding mechanisms. He provided general demographic information about the active project portfolio, including project reach. He also shared new leveraging and dissemination data about AHW's funded projects, noting that projects from fiscal year 2024 obtained over \$18 million in leveraging to support their AHW-funded work. They also drew nearly 11,000 hours of volunteer time and logged more than 600 instances of distributed dissemination, he said. Dr. Ehrenfeld then provided data on the AHW team's support to grant recipients before calling attention to project reports for projects active during the fiscal year 2024, some of which have since ended. He noted that all active projects are making sufficient progress toward their

stated goals and asked Consortium members for approval to continue to support the slate of active AHW community-led projects. Ms. Kolkmeier asked if she should recuse herself since she is involved in one of the active projects. Dr. Ehrenfeld said this wasn't necessary, since the project is part of a slate. Ms. Harrison moved to approve the slate. Ms. Tran seconded the motion, which passed on a unanimous vote.

**c. 2025 Seed Grant Submissions**

Dr. Ehrenfeld reported that AHW received 74 applications for AHW's Seed Grant funding opportunity. With \$1 million allocated for this funding opportunity, AHW can support approximately 20 community-led projects, and up to \$800,000 for academic partners, he said. He recapped the review process that created the slate of ranked projects presented to the Consortium. He asked for discussion of the projects. Ms. Harrison asked how closely AHW needs to stick to the \$1 million budget. Dr. Ehrenfeld answered that there is some flexibility. Ms. Harrison moved to approve 21 projects—those scoring "3" or better. Dr. Martin seconded the motion, which passed on a unanimous vote.

**V. Directors Report**

Dr. Ehrenfeld recapped the National Advisory Committee meeting AHW hosted on September 18-20. He said that a summary of the meeting's key takeaways would be shared with the Consortium at a later date.

**VI. Adjourn**

The meeting of the MCW Consortium on Public and Community Health adjourned at 2:28 p.m. Ms. Kolkmeier asked if the December meeting would be held in person. Dr. Ehrenfeld answered that he is hopeful that it would be in person, either on the MCW Campus or at ThriveOn King. Information will be shared once a final decision is made, he said.

■  
Next Meeting:  
November 14, 2024  
2:00 to 4:00 p.m.



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH**  
**Medical College of Wisconsin**  
**November 14, 2024**

**Meeting Minutes**

**Directors Present:** Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Catherine Kolkmeier, Executive Director, La Crosse Medical Health Science Consortium; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President, Medical College of Wisconsin; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Tony Shields, President & CEO, Wisconsin Philanthropy Network; Paula Tran, State Health Officer and Administrator of the Division of Public Health, Wisconsin Department of Health Services | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Dean and Deputy Director, Advancing a Healthier Wisconsin Endowment

**I. Call to Order**

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:03.

**II. Approval of October 10, 2024, Consortium Minutes**

The Consortium reviewed the minutes from the October 10, 2024, meeting. Dr. Ehrenfeld moved to approve the minutes. Mr. Shields seconded the motion. The Consortium unanimously approved the motion.

**III. Programmatic Update**

**a. Momentum Grant Submission Update**

Dr. Ehrenfeld provided an update on AHW’s Momentum Grant funding opportunity. He reminded Consortium members that this grant supports community-MCW academic partnership teams with funding up to \$250,000 for projects over a two-year period. He reviewed the application review process and timeline, which will result in full applications on March 3. Dr. Ehrenfeld recapped AHW’s promotional efforts for this funding opportunity, including presentations to 21 MCW departments, which resulted in 58 consultations with interested applicants and 102 submissions, representing \$24 million. He went on to characterize the focus areas and target populations of the project submissions as well as the geographic reach of the proposals and the application histories of the applicants. Dr. Ehrenfeld noted that AHW will provide a rank order listing of projects for Consortium’s review and approval in January, adding that the group’s final funding decision would be communicated to applicants following that meeting. Ms. Kolkmeier asked how many submissions AHW had received in its last round of Seed Grant funding. Ms. Ellis answered that AHW received 85 submissions in response to the last RFA for this funding mechanism.

**b. New Member Nomination Process Update**

Ms. Rice reminded Consortium members that the body will have an open public member seat in January. She outlined the requirements and process for filling the seat. Ms. Rice reported on the nomination subcommittee’s meeting on October 18, in which members reviewed the public call for nominations that will

be issued in December, with a deadline for nominations at the end of February. She added that interviews of nominees would take place in March, working toward a start date for the new member in July 2025.

#### **IV. Decision Making**

##### **a. Annual Report Approval**

Dr. Ehrenfeld referenced a draft of AHW's fiscal year 2024 annual report, which was included in the meeting materials. He summarized key metrics from the report, including AHW's \$13+ million in new investments into 109 projects over the period, along with other highlights of the year. He said that AHW will submit the report to MCW's Board of Trustees for approval following the Consortium's approval. The goal is to print and share the report with AHW partners and stakeholders in December. Mr. Shields made a motion to approve AHW's annual report. Ms. Harris seconded the motion, which passed on a unanimous vote by Consortium members, many of whom complimented AHW staff on the quality of the publication.

##### **b. 2025 Landmark Initiative – Health Workforce Well-Being RFA Allocation Approval**

Dr. Ehrenfeld discussed a new funding opportunity through AHW's Health Workforce Well-Being Landmark Initiative. He laid out the need for investment in this space, citing the goal of AHW's investment as being to build a sustainable statewide coalition of health systems, agencies, and stakeholders focused on implementing, measuring, and monitoring meaningful interventions to improve health workforce professional well-being. He highlighted the Dr. Lorna Breen Heroes Foundation and its Caring for Caregivers program as a partner in this work. He outlined the intent of the grants, available funding, activities to be covered, and application process and timing. Ms. Kolkmeier asked if health systems operating in Wisconsin with multi-state footprints would be eligible for funding. Dr. Ehrenfeld said they would be, and that they are necessary partners. Ms. Harris noted that if multiple applicants sought the maximum grant amount, this would result in requests that were greater than the total allocation. Dr. Ehrenfeld said that Dr. Michael Stadler, the PI on this award, would help applicants navigate their funding requests. Dr. Raymond made a motion to approve the \$4.5 million funding mechanism for at least two projects. Ms. Kolkmeier seconded the motion, which passed on a unanimous vote by REAC members.

#### **V. Directors Report**

##### **a. National Advisory Committee Meeting Summary**

Dr. Ehrenfeld referenced a summary of the September National Advisory Committee Meeting, which was included in the Consortium meeting materials.

##### **b. Annual Audit Update**

Dr. Ehrenfeld reported that AHW's FY24 programmatic and financial audits have been completed, without findings.

#### **VI. Adjourn**

Ms. Rice thanked Ms. Harris for her service to the Consortium. Dr. Ehrenfeld also expressed his appreciation to Ms. Harris in her last Consortium meeting. Ms. Harris noted that participation on the board provided her a great learning opportunity and that she enjoyed witnessing and being part of the impact that resulted from AHW's resources. Dr. Ehrenfeld reminded members that the next Consortium meeting would be in-person on December 5 at ThriveOn in Milwaukee. The meeting, he said, will feature guest speaker Dr. Benjamin Miller, a leader in advancing mental health. Dr. Miller, he added, will also deliver a keynote address at a childhood mental health summit AHW is organizing in February. Ms. Rice concluded the REAC meeting at 2:41.



Next Meeting:

December 5, 2024

2:00 to 4:00 p.m.

Joint meeting with REAC, in person at MCW's

ThriveOn

2153 N. Martin Luther King Jr. Dr.

Milwaukee, WI 53212



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH  
RESEARCH AND EDUCATION ADVISORY COMMITTEE**

**ThriveOn King  
December 5, 2024**

**Joint Meeting Minutes**

**Consortium Directors Present:** Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President, MCW; Catherine Kolkmeier, Executive Director, La Crosse Medical Health Science Consortium; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; Paula Tran, State Health Officer and Administrator of the Division of Public Health, Wisconsin Department of Health Services; | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment | **Guests:** Matthew Lester, MBA, MHA, CPA, Executive Vice President for Finance and Administration and Chief Operating Officer, MCW; Benjamin Miller, PsyD, Adjunct Professor, Stanford School of Medicine

**REAC Members Present:** Shelisa Dalton, MBA, Chief Financial Officer; Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director for the AHW Endowment; José Franco, MD, Senior Associate Dean for Education in the School of Medicine; Cecilia Hillard, PhD, Associate Dean for Research; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President; John Mantsch, PhD, Chair and Florence Williams Professor of Pharmacology and Toxicology; Ann B. Nattinger, MD, MPH, MACP, Senior Associate Dean for Research in School of Medicine, Associate Provost for Research; Amy Prunuske, PhD, Associate Professor

**I. Call to Order**

Dr. Ehrenfeld called the joint meeting of the MCW Consortium on Public and Community Health and Research and Education Advisory Committee to order at 2:05.

**II. Programmatic Update**

**a. Landmark Initiative Planning—Childhood Behavioral Health**

Dr. Ehrenfeld noted that AHW’s announced Landmark Initiative focused on childhood behavioral health builds upon the successes of the Advancing Behavioral Health initiative. He reminded Consortium and REAC members that AHW has earmarked \$20 million for childhood behavioral health, \$10 million from each program. He introduced guest speaker Dr. Benjamin Miller, a national leader in mental health, who joined the meeting to help initiate brainstorming on AHW’s best approach to tackling this complex issue. Dr. Miller noted that AHW holds a unique position with regards to mental health interventions as it sits at the intersection of community, care, and investment. He encouraged AHW to take advantage of this position to seek and pursue opportunities for meaningful change in mental health. He added that to do so, the organization must think differently about the challenge, noting that doing “more of the same” will not make it better. After sharing data reflecting increasing mental health trends in the U.S., Dr. Miller shared six considerations AHW should address as it builds its strategy: reconsider where care is provided; reconsider

who provides care; reconsider how we treat and prevent care; reconsider who we involve in our design; prevention; and partnerships. In discussion, Dr. Mantsch asked how best to involve people with lived experience in this work given credentialing requirements for care. Dr. Miller underscored the need to amplify the voices of people who have lived experiences and to promote people who have been in the system. Dr. Mantsch also validated Dr. Miller’s assertion that strategies need to be built upon solid data. Ms. Rice asked about best ways to achieve the systems integration necessary for data sharing. Dr. Miller said that much of the data exists, but it’s not used to its full effect. He added that data hubs could be built as a “public utility.” Dr. Prunuske noted success in removing the stigma associated with mental health, but asked what more could be done to empower non-specialists. Dr. Miller responded that movement toward action is needed and that intervention needs to be put in the hands of frontline workers. Dr. Ehrenfeld noted that through Data Share, Wisconsin is blessed with data assets. He asked what Dr. Miller thought the future holds for the Mental Health Parity Rule. Dr. Miller noted that the rule lacks oversight in many states and that Medicaid benefits may be cut in the future. Ms. Kolkmeier asked how best to scale up the most promising projects. Dr. Miller responded that success requires the right people to be involved, and that demonstrated value needs to be codified through policy. Dr. Ehrenfeld noted that large projects sometimes have a tendency to become “unwieldy.” Dr. Miller agreed that coalitions tend to fall apart when the convener withdraws and that it helps to have an entity that is responsible for managing the coalition. In further discussion, Dr. Raymond recapped the work of the Governor’s Taskforce on Healthcare Workforce, and the relevance of its work to AHW’s childhood behavioral health initiative. Ms. Rice reflected on trends in Medicaid funding. Mr. Shields affirmed the tendency of funders to invest in “conservative” projects, rather than “going big.” Ms. Tran noted particular mental health challenges faced by incarcerated, unhoused, and high-behavioral health needs youth. Dr. Kerschner noted success in the Medical School with an AI tool called Silver Cloud. Dr. Hillard proposed involving childcare centers in mental health interventions. Dr. Kerschner noted that MCW clinics screen every child for depression. Ms. Kolkmeier mentioned a project in La Crosse that is providing intergenerational care—to children and the elderly. Dr. Prunuske noted the need for children to “play.” Dr. Ehrenfeld concluded by reflecting on Dr. Miller’s suggestion that AHW “reclaim” the social determinants that cause poor mental health.

### **III. Director’s Report**

Dr. Ehrenfeld acknowledged and praised the service of Dr. Kerschner, Dr. Benjamin (absent), and Dr. Hillard to the REAC. Dr. Hillard said that AHW is a gem in the crown of AHW, and that she is proud to have been part of the oversight body, including her service on the search committee that recruited Dr. Ehrenfeld. Dr. Kerschner added that every major initiative he has been part of at MCW has been supported by AHW and that the endowment has evolved to become a truly statewide resource. He reflected on AHW’s impact from its founding and the stewardship that has resulted in significant investments (more than the original Blue Cross and Blue Shield United of Wisconsin gift) and health improvement outcomes, all while the endowment’s value has grown to more than \$500 million.

### **IV. Adjourn**

The joint meeting of the Consortium and REAC adjourned at 3:44.



Next Meeting:  
Consortium:  
January 2, 2025  
2:00 to 4:00 p.m.

REAC:  
January 8, 2025  
11:00 a.m. to 12:30 p.m.