



**Approved: May, 2024**

## **2024 Goals and Objectives for President and CEO, James Stowe**

This document outlines a portfolio of work and measurable progress for the Center's President and CEO. The goals and objectives will be altered from time to time, and the Board sets ultimate parameters for the CEO's work and performance.

Although the cornerstone goals and objectives are specific to programs and initiatives, and their respective staff leaders, the CEO holds final accountability for all except Health Justice, which is in a research and development stage. Therefore, the other program areas are included, and a special emphasis is added to the core capacities and administrative strengths that are related to the CEO's administrative purview.

In addition to the overarching Center goals and objectives, CEO-specific goals and objectives are enumerated that assist the CEO with prioritizing activities, and to assist the Board in oversight and evaluation of the CEO's performance.

## Center Goals and Objectives

### **1 Goal: CPB is a trusted provider of ethics education and ethics consultation services.**

#### **Objectives**

- 1.1 Serve as a strong collaborative partner with local universities, specifically the three medical schools.
  - 1.1.1 Maintain and/or strengthen relationship with KUMC, with attention to a transitional plan for 2025 following Dr. Rosell's retirement
  - 1.1.2 Continue the partnership with KCU, with continued emphasis on teaching and mentorship of students both in the COM and Masters in Bioethics programs.
  - 1.1.3 Establish collaboration with UMKC and create opportunities to work together.
- 1.2 By March 31, 2025, add four health systems (1 major and 3 minor systems).
- 1.3 By March 31, 2025, add \$50,000 in new revenue through ethics services agreements.
- 1.4 By March 31, 2025, earn enough in Ethics Services to justify the addition of 1.0FTE personnel for ethics services, supported by new earned revenue.
- 1.5 Through 2025 and beyond, sustain and optimize current Ethics Services agreements by maintaining or increasing revenue, optimizing utilization, and achieving high customer satisfaction.
- 1.6 Continue to demonstrate mentoring of young people into bioethics vocations by means of one or several internships, providing opportunities for shadowing, and intentional generativity.

## **2 Goal: CPB is a trusted partner and resource for responsible development and implementation of AI in healthcare.**

2.1 **Education and Training:** CPB Provides Ethical AI education to increase awareness and knowledge of ethical considerations of AI in healthcare and to facilitate the creation of governance structures across organizations.

2.1.1 In 2024, CPB will increase community engagement by providing more education to healthcare organizations, developers, and the community.

**Milestones:**

*In 2024, CPB Ethical AI Project Team will submit a publication to a peer-reviewed journal.*

*In 2024, CPB Ethical AI Project Team will provide 6 presentations to the community about the work of the Ethical AI Initiative.*

*In 2024, CPB Ethical AI Project Team will provide 1 Ethical AI workshop to a healthcare Organization.*

*In 2024, CPB Ethical AI Project Team will provide 1 Ethical AI Workshop with Digital Health KC to healthcare IT leaders.*

2.2 **Executive Level Support at Healthcare Organizations:** CPB Advises and consults on enterprise level decisions for the development, procurement, implementation, and use of AI.

2.2.1 In 2024, CPB will provide consultation to executive leaders in healthcare organizations to create Ethical AI policies and procedures across their organization.

**Milestones:**

*In 2024, CPB Ethical AI Project Team will co-develop Ethical Ai value statements and governance structures for 2 healthcare organizations in Kansas City.*

2.3 **Process Improvement Tools:** CPB creates procedural recommendations to healthcare organizations using AI.

2.3.1 in 2024, CPB Ethical AI Project Team will develop recommended practices and procedures to assist healthcare organizations in purchasing ai tools.

**Milestones:**

*In 2024, CPB Ethical AI Project Team and advisory workgroup will draft a procurement guide to assist healthcare organizations when they evaluate the use of a new ai-enabled product.*

2.4 **Ethical AI Recognition Program:** CPB recognizes healthcare organizations for their actions to ensure ethical AI practices across their organization.

2.4.1 in 2024, CPB Ethical AI Project Team will evaluate existing recognition programs and work with their advisory group to create a recognition program framework for ethical ai in healthcare.

**Milestones:**

*In 2024, the Ethical AI Project Team and advisory workgroup will create recognition criteria, principles, and processes.*

2.5 **Ethical AI Revenue Generation:** CPB builds a stable and diverse revenue portfolio across service offerings and programs.

2.5.1 in 2024, CPB Ethical AI Project team will continue to orient programs and work to earn long-term revenue and philanthropic support.

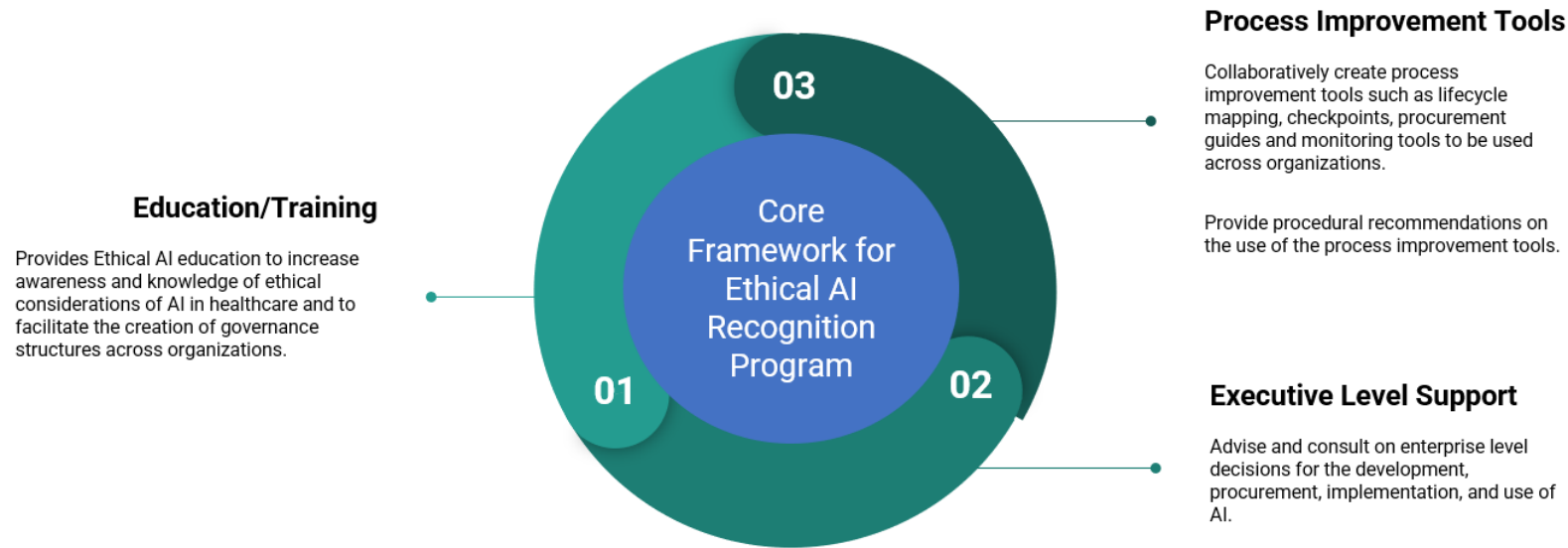
**Milestones:**

*By March 31, 2025, the Ethical AI Project Team will add \$50,000 in new revenue through ethics services agreements.*

*By March 31, 2025, The Ethical AI Project Team will define fees for participation in the Ethical AI Recognition Program and work with partners to test receptivity and relationship to other service offerings.*

**FUTURE DIRECTION:** CORE FRAMEWORK FOR ETHICAL AI RECOGNITION FRAMEWORK AS AN EXTENSION OF CURRENT ETHICAL AI INITIATIVE SERVICES.

## Ethical AI Initiative Services: Value across the AI lifecycle



### **3 Goal: African American Care Goal Conversations and Advance Care Planning (*Preliminary*)**

**Overall Goal:** Focus on culturally respectful care goal conversations and transforming the systems where they take place to improve equitable end-of-life and advance care planning for African American communities.

**Strategic Goal 1:** To support African American communities in guiding when and how care goal discussions happen, ensuring their decisions are fully respected and implemented.

#### **3.1.1 Objective 1.1: Establish an advisory board.**

**Action Steps:** We will form an advisory board to guide the integration of care goal conversations in African American communities. We plan to recruit experts in healthcare equity and cultural competency, along with community members, to serve for a 1-2 year term starting in January 2025.

#### **Objective 1.2: Enhance the effectiveness of the "Let's Talk About ACP" program by simplifying and automating workflows.**

**Action Steps:** We will conduct a detailed review of the "Let's Talk About ACP" program to improve workflow and identify automation tools to boost efficiency. This will streamline new facilitator onboarding, training, and support while reducing manual administrative tasks. The review will be completed by February 2025, with technology tools developed and implemented by June 2025. The improvements will be fully operational and evaluated for effectiveness by September 2025.

**Strategic Goal 2:** To explore equitable, care-focused curricula for healthcare providers.

#### **Objective 2.1: Facilitate transformative change in healthcare ecosystems**

**Action Steps:** We will identify at least two major challenges in healthcare systems and develop communication strategies to address them by August 2025. We expect that, for example, health equity may be advanced through improved care goal communication and integration of community voice and collaboration with healthcare systems.

#### **Objective 2.2: Offer health equity communication training to healthcare workers in underserved communities.**

**Action Steps:** If confirmed by our information gathering process, we will explore care goal communication curricula and potential partnerships to assess the viability of offering a new service for healthcare professionals working with underserved populations. Our

goal is to complete information gathering by September 2025. A curriculum focused on equitable care is likely to help reduce healthcare disparities and better meet the diverse needs of underserved communities.

**Objective 2.3: Build strategic partnerships for the equitable care curriculum.**

**Action Steps:** We will seek strategic partnerships with key organizations like aging services organizations, universities, and national advocacy groups (e.g., Area Agencies on Aging, Baylor University, AARP, etc.) to collaborate on developing an equitable care-focused curriculum for healthcare systems. These partnerships will provide the resources, expertise, and networks needed to expand our program's impact and promote equitable healthcare practices. Our goal is to secure at least three partnerships with at least one formal agreement by the 4th quarter of 2025, aiming to launch the initiative in 2026.

**Strategic Goal 3: To Explore and Secure Diverse Funding Streams**

**Objective 3:1 Find and secure diverse funding sources to ensure the project's long-term financial stability and growth.**

**Action Steps:** We will secure various revenue sources to ensure the project's financial stability. Working with the advisory board, financial experts, and healthcare partners, we will develop affordable pricing strategies. Additionally, we will explore hiring grant writers, or forming an internal team, to identify and submit appropriate grant proposals, aiming to submit at least one proposal by 2026 (Year 2).

## **4 Goal: Build core capacity for sustainability and growth.**

### **Objectives**

- 4.1 Raise at least \$500,000 in philanthropic funds annually.
  - 4.1.1 In 2024, raise \$250,000 in unrestricted funds through events; \$303,500 in development income (unrestricted grants, donations, etc.)
- 4.2 By January, 2025, increase earned income by \$50,000 over 2024 budget (\$200,00), and plot achievable growth for 2026 and beyond.
- 4.3 Maintain engagement and dissemination, as measured by media stories, social media engagement, and website traffic commensurate with 2023's measures, while acknowledging potential impacts from a reduced social media presence.
- 4.4 Secure resources needed to implement a plan to support professional development of staff (e.g., professional membership and conference attendance) for the 2025 budget.
- 4.5 By Quarter 2, 2024, adopt policies and procedures to foster a warm and welcoming culture that attracts and retains diverse, quality staff (e.g., Employee Handbook revision).
  - 4.5.1 Form employee workgroup to test and implement a productivity policy.
- 4.6 By Quarter 2 2024, develop and implement a plan for continuous maintenance of excellent stewardship of resources entrusted to us, such as enhanced internal controls, revenue forecasting, dashboard reporting, and clean audits.
  - 4.6.1 Implement recommendations by MG Consulting, LLC., provided to the Center in the fall of 2023.
- 4.7 By Quarter 3, 2024 develop or refine plans to enhance organizational integration through data systems and management, administrative and support roles and responsibilities, and unified approaches to customer service and revenue acquisition (e.g., platform acquisition/implementation, standard operating procedures, and staff role delineation).

## **CEO-Specific Goal and Objectives**

**5 Goal: To provide strategic leadership, inspiring communication, management of a high-performing team, maintenance of strong finances, and development of effective partnerships.**

### **Objectives**

- 5.1 Research and analyze current trends, best practices, and emerging issues related to the organization's mission and identify opportunities to advance its role and impact.
- 5.2 Create an organizational disposition that advances diversity, equity, and inclusion in all activities and procedures.
- 5.3 Continually exercise creative resourcefulness in developing new initiatives, opportunities, and sources of revenue and impact.
- 5.4 Build a culture of innovation and continuous improvement by encouraging and supporting staff and volunteers to contribute ideas and feedback on the organization's vision and direction.
- 5.5 Annually, develop and manage a budget that aligns with the goals and objectives and maintains financial stability.
- 5.6 Continually maintain clear communication with the Board of Directors, maintain sensitivity to their guidance and oversight, and receive appropriate authorization for all actions.
- 5.7 As opportunities emerge, participate in, or create, local, regional (state), or national partnerships that align with the Center's mission and capacity.
- 5.8 Explore grant or other funded opportunities to partner with aligned stakeholders.