

**Tennessee Voices for Children**  
**Board of Directors Meeting**  
**October 16, 2015**

In Attendance:

Rikki Harris	Paula Sandidge	Brad Gray
Sheila Peters	Brian Taylor	Bill Dobbins
Bama Wood	Natalie Ray	Molly Rollins
Chad Poff	Adam Horn	
Dick Blackburn	Kathy Rogers	
Katrina Donaldson	Blair Chapman	
Thomas Beck	Bill Kirby	

**Start: 10:05 am**

**I. Welcome and Introductions – Sheila Peters**

Sheila opened the meeting and asked members of the Board to look over the meeting agenda. Sheila requested that someone make a motion to accept the agenda. Thomas Beck made the motion to accept the agenda, Chad Poff seconded the motion and it passed unanimously.

**II. President’s Report – Sheila Peters**

Sheila expressed gratitude for everyone’s continued hard work and dedication to TVC. She also thanked the TVC staff for their dynamic efforts. Sheila informed Board members that they would need to report on typical business first and then the remainder of the meeting would be focused on strategic planning. She reminded the Board that this focused effort was for a 3-5 year plan for TVC.

Then, Sheila asked everyone to share one reason for their involvement with TVC. All Board members and TVC staff shared experiences and their passion for TVC. Sheila thanked everyone for participating and said it was encouraging to hear everyone share about the importance of the organization.

Next, she asked everyone to locate the TVC Goal Concepts in their packet and to begin to look over them as the meeting progressed. She mentioned that the Board would focus on them later, but she wanted Board members to be conscious of them throughout the meeting.

### **III. Secretary's Report – Paula Sandidge**

Paula Sandidge presented the July Board Meeting minutes and allowed for review. Mrs. Sandidge asked if there were any questions or recommended revisions. Dick Blackburn moved that the minutes be approved. Chad Poff seconded the motion, and it passed unanimously.

Sheila Peters mentioned the minutes from the Strategic Planning Session on September 16, 2015 were included in the packet for review if anyone had to miss the meeting or wanted to refresh their memory of the meeting.

### **IV. CEO Report- Rikki Harris**

Rikki stated that her report would be brief in order to move forward with the strategic planning. She explained that Brian Taylor would be joining the meeting late because he was assisting the auditors and that Kim Sterling was out of the office due to illness.

Rikki reported on the success of the Youth Screen Program and the amount of growth it has had within the last year. She stated that the Youth Screen Program Manager is currently working with students from Belmont to redevelop a Canadian curriculum that will educate students about mental health awareness. She mentioned that this is a very exciting opportunity for TVC and will be beneficial to students. Rikki notified the Board that she and Bill Dobbins are scheduled to meet with Commissioner Varney soon to discuss expansion and funding for the Youth Screen Program. With more funding for this program, Youth screen would be able to expand the testing sites to East and West Tennessee and be more effective overall.

Rikki also reported on new contracts with Head Start locations across the state. TVC offers trainings and observations to several Head Start programs right now and would like to expand these services. Rikki stated that Mamie McKenzie, Program Manager, had recently settled a new contract with Mid Cumberland Head Start. Rikki feels that supporting the needs of preschool children is a very important aspect of TVC.

Rikki mentioned that she recently had an opportunity to work with parents of students at Watertown Elementary School. Parents from the school contacted Rikki about an issue that they were having after their children had to be removed from their school due to mold issues. The parents voiced concerns over the area where their children were placed during the clean-up/remodeling process. Rikki listened

to their concerns and offered guidance for them to be able to go before the school board and present their concerns. Kathy Rogers attended the meeting with the parents and stated that they had a very positive outcome and that the issues should be resolved soon.

Rikki also discussed that the K-Town grant had ended on September 30, 2015 and Brian, Adam and Scott went to Knoxville to move the furniture. They also relocated the two employees that will be staying with TVC to the KARM Facility in Knoxville.

Rikki updated the Board on MCO transitions. She explained that Kathy Rogers has been working on transitioning staff into MCO funding streams and they are completing training and documentation for these changes. Rikki also stated that Adam has been facilitating several staff trainings recently. She discussed the number of managed care cases with the Board. She stated that there are currently 15 cases and TVC could reach up to 65 cases in the near future.

In closing, Rikki thanked Sheila Peters for her service as Board President over the past year. Rikki stated that she was very grateful for all the hard work and time put into the strategic planning process. Rikki also informed the Board of Craig Anne Heflinger's resignation from the Advisory Council. She stated that Craig Anne had some health issues and felt it was best to resign her position at this time. She sent her well wishes to the Board and Advisory Council Members.

#### **V. Treasurer's Report – Chad Poff**

Chad reported that the year to date financial report for the first two months of the fiscal year had been reviewed and he recommended it for approval. He also stated that the auditors were completing the audit for the previous fiscal year and the full audit report should be available by the January Board meeting. Thomas Beck made the motion to accept the financials, Molly Rollins seconded the motion and it passed unanimously.

#### **VI. Finance/Personnel Committee Report- Chad Poff**

Chad reported that the Finance Committee was still reviewing the investment proposal from Regions Bank. He thanked Thomas Beck for reviewing the document and insuring that TVC would be making the wisest financial decision for the organization's investments. Chad stated that the Finance Committee would keep the Board updated on the selection process.

## **VII. Legislative Report- Bill Dobbins**

Mr. Dobbins reported on the status of Insure Tennessee. He stated that House Speaker Beth Harwell, in an interview last month with the Memphis Commercial Appeal, said that Insure Tennessee will be debated again in next year's General Assembly, but until some of her fellow legislators' fiscal and management concerns are addressed or resolved, she did not expect any movement on the legislation. Bill also mentioned that TVC had signed on to support public forums for Insure TN.

He also gave an update on Legislative turnover. Last spring, Representative Ryan Haynes (R-Knoxville) resigned his seat to become the chairman of the Tennessee Republican Party. In the following special election, Jason Zachary was elected. Representative Zachary ran on a platform of "anti-Obamacare and pro Second Amendment." Last week, Representative Michael Harrison (R-Rogersville) announced that he would resign his seat in January 2016 to become the new Executive Director of the Tennessee Association of County Mayors. A special election will be held for his seat next spring. Both Representative Haynes and Representative Harrison were considered moderate politicians. Their loss to the General Assembly will be significant for TVC.

Bill reported that he and Rikki are scheduled to meet with Commissioner Varney next week. The purpose of the meeting will be to discuss the expansion of Youth Screen to East and West Tennessee. Bill would also like to request more funding for the Youth Screen program.

Bill mentioned the Mental Health Day on the Hill which will take place on March 15, 2016. He encouraged everyone to attend and stated that it is very important for law makers to hear from the people that are seeking change.

Bill stated that Governor Haslam will begin his annual budget hearings next month. A schedule for the hearings has not been published at this time. Governor Haslam has asked for every commissioner to develop his or her respective budgets with a 2½% decrease in funding.

Bill Kirby asked Bill Dobbins what Board members could do to help show support for the mental health needs across the state. Bill Dobbins suggested contacting your house and senate representatives on behalf of TVC. Mr. Dobbins also stated that he would distribute some talking points to Board members soon.

## **VIII. Marketing/Development Committee Report- Natalie Ray**

Natalie reported on TVC's busy quarter. She mentioned that *Hear Our Voices* received an Honorable mention at the 2015 Voice Awards held in Los Angeles in

August. Natalie informed the Board that Natasha Bryson had attended the award ceremony on TVC's behalf.

Natalie reported that the 2015 State of the Child Conference was a success. She shared that TVC received several sponsorships and also had many exhibitor booths. She stated that all the speakers and panelist were very engaging which made for a very successful conference overall.

Natalie informed the Board that volunteers from HCA would be in the office next week as part of the HCA Community Day Project. She explained that they would be painting the library and new staff lounge and also completing some other projects around the office. She expressed gratitude for HCA's service and is looking forward to office updates.

Natalie also reported that the 2015 Songwriters Night is scheduled for November 20, 2015 at The Sutler Saloon. TVC is partnering with talented artists Drake White and Jason Matthews. She encouraged Board members to attend and to let her know if they know of any businesses that would be interested in sponsoring the event.

Lastly, Natalie directed Board members to the Grant Funding Schedule in their packet. She explained that the Grant Committee is actively seeking new funding opportunities for TVC.

#### **IX. Strategic Planning Committee Report- Strategic Planning Committee**

Sheila expressed gratitude to the members of the Strategic Planning Committee for the extra effort over the past several months.

Brad Gray explained that the Strategic Planning Committee had met and identified four goals to assist TVC moving forward. The Committee had also discussed and developed strategies to help achieve these goals. Brad explained that Board members would be voting on these goals. Then, Brad asked members of the Strategic Planning Committee to review and discuss the goals individually with the Board.

Bill Kirby began by introducing the first goal concept- "Establish best practice services and training with processes for producing outcome data." Bill stated that this goal incorporates being the best at what we do on a larger scope. After reviewing the initiatives under this goal, Board Members offered suggestions. Sheila Peters suggested removing initiative #6- Develop a plan to achieve CARF accreditation, because it is such an overwhelming task within itself. She agreed that it could be mentioned briefly in this area, but its main focus should be in another area. Thomas Beck and Bill Kirby discussed the use of metrics to track and measure the goals. There was also a recommendation to change Initiative #4. Evaluate staff performance to Staff development and evaluation. Another recommendation was made to revise Initiative #5. Evaluate Board of Director's performance to Board development and evaluation.

Next, Bama Wood reviewed the second goal concept- "Increase services across the state of Tennessee." After Bama finished reading the listed initiatives, a discussion began about the goal concept itself on whether it should be across the state or in every county. Brad Gray mentioned that there may not be a need in every county. He advised that TVC would need to research to see which counties need which services. He said it might be wiser to say every region of Tennessee instead of every county. The recommendation was made to change Goal Concept #2 to: "Increase services in every region of the state of Tennessee." Rikki stated that this was a very important area to focus on since TVC's presence has diminished in East and West Tennessee over the past couple of years. Rikki also stated that TVC has two new competitors in these areas because of the lack of TVC's presence. Kathy Rogers mentioned that there is a great need for staff in those areas, but at this time the MCO rates are not high enough to be able to fully staff the areas.

Next, Rikki Harris reviewed the third goal concept- "Shift a greater percentage of federal funding to Managed Care organizations (MCOs) and increase revenue from donors through a well-defined fundraising plan." Rikki described this goal concept as an overall financial plan. She suggested targeted strategizing and stronger fundraising initiatives. Rikki mentioned that we already have the means to receive analytics through eTapestry. She also mentioned that donors in East and West Tennessee would be key players in the success of this goal. Chad Poff asked about the current funding percentages. Rikki explained that we are currently funded 98% through grants and only around 2% through donors and fundraising. Rikki stated that she would like to see the numbers in this area shift to 70% grant funded, 15% earned income (MCOs), and 15% fundraising. Sheila Peters discussed the importance of this goal concept and the effect it could have on staffing in the future. Brad Gray suggested giving attention to the MCO transition and project some numbers for the future. He mentioned that since it is still somewhat unknown that the numbers could be changed as it progresses forward.

**X. Lunch (12:09 pm)**

**XI. Strategic Planning Discussion- Brad Gray**

After returning from lunch, the discussion on the third goal concept continued. Chad Poff recommended that a metric be added to initiative #9 and also show the number of conversions for the highest probability of achieving success. Bama Wood asked if TVC would be able to hire a staff member to strictly focus on grants. Rikki said that would be ideal, but unfortunately the current budget does not allow for another staff position. Bama suggested a recruiting a volunteer to assist with grant applications.

Adam Horn asked about the staffing strategies in initiative #7. Suggestions were offered as to assigning the MCO billing to someone, hiring someone to focus on MCO billing or using a contractor to assist with the billing process. Rikki mentioned that Kathy Rogers and Stephen Lashlee are currently handling the MCO billing process.

Lastly, Sheila Peters reviewed the fourth goal concept- “Implement an overall marketing approach that includes Council on Accreditation of Rehabilitation Facilities (CARF) accreditation as an important element to increase brand awareness.” Sheila recommended that this goal concept be split into two separate goal concepts since accreditation is a major task of its own. She mentioned that it takes a great amount of time and focus to complete the accreditation process. Chad Poff asked what would be the purpose of CARF for TVC. Rikki explained that it will make TVC a more valuable asset to MCOs. Rikki mentioned that she and Kim Sterling had researched it and feel that accreditation will benefit the Family Connection Program the most overall. Adam mentioned that he had been through an accreditation process before and it assists with improving the overall quality of the organization.

Brad Gray revisited the recommendation of dividing goal concept #4 into two separate goals, one to focus on accreditation (CARF) and the other to focus on marketing/brand awareness. The CARF accreditation goal will incorporate initiatives 2,4, and 5 under current goal concept #4.

In closing, Brad Gray prompted the Board to vote on the following recommended changes:

1. Accepting the five goal concepts as stated.
2. Goal concepts #4 and #5 to be reviewed again for a thorough strategic development.
3. Goal concept #1 to be adjusted to reflect the recommended changes to initiative #4 and #5 regarding Staff and Board development and evaluation.

Thomas Beck asked about the amount of time to allow for each goal. Sheila Peters reminded the Board that this was a very critical component, but only one part. She stated that the Board would be creating a timeline for a three year plan. Dick Blackburn mentioned the timeline handout from a previous meeting that outlines the next steps in the plan. Thomas suggested asking HCA to review the strategic plan and give feedback.

Sheila Peters asked for someone to make the motion to accept the goal concepts, with the knowledge that goal concept #4 will be split into two separate goal concepts. The above goals will be sent back to the Strategic Planning Committee for wordsmithing and will be presented to the Board for approval by the January 2016 Board Meeting. The recommended changes may be approved via email before the January meeting. Bill Kirby made the motion to approve, Bama Wood seconded and it passed unanimously.

## **XII. Old Business**

None

### **XIII. New Business**

Bama Wood presented the Board with her nominations for the 2016 Executive Committee. She nominated Chad Poff to remain Treasurer, Devika Kumar as President Elect, and Paula Sandidge to shadow a new Secretary. Sheila made the motion to approve, Dick Blackburn seconded and it passed unanimously.

Sheila then opened the floor for more nominations from the Board. No nominations were submitted.

Sheila asked if there was any other new business. Bill Kirby stated that we had completed several steps of the strategic planning including a SWOT analysis, a new mission statement, and core values. However, he stated that we did not have a consensus on the vision statement. Sheila Peters stated that the strategic Planning Committee would meet and devise a plan for the vision statement.

Thomas Beck made a motion to adjourn, Bama Wood seconded the motion and it passed unanimously.

**Adjourned at 1:10 pm**