

Tennessee Voices for Children

Strategic Planning Session

June 11, 2015

In Attendance:

Rikki Harris	Devika Kumar	Brad Gray
Sheila Peters	Brian Taylor	
Dick Blackburn	Adam Horn	
Chad Poff	Kim Sterling	
Debbie Webb	Kathy Rogers	
Linda O'Neal	Blair Chapman	
Katrina Donaldson	Natalie Ray	

Start: 8:42 am

I. Welcome – Sheila Peters, Ph.D.

Sheila welcomed everyone to the Strategic Planning Session and thanked them for their attendance.

II. Finance Committee Update – Chad Poff

Chad informed the Board that the Finance Committee had recently made the decision to transfer funds from a low interest bearing CD to a money market account. He also mentioned that the Finance Committee had met with Regions Bank and the CFMT to discuss investment opportunities for TVC. Chad stated that Regions Bank had a broad scope of services and the Finance Committee was recommending Regions Bank as the choice for TVC.

III. Introduction to Strategic Planning- Brad Gray

Brad began by stating that TVC was at a very important crossroads. He acknowledged that TVC had a long line of successes and for that to continue TVC needs to adapt to the changing environment. He also said that it is very important to optimize the mission of TVC. Developing a three year strategic plan is a vital part of the future. Brad explained that the strategic plan is an opportunity to have a deeper impact on children, families and the community as we move ahead. A deeper impact on the community means more positive outcomes which, in turn, demonstrates value to potential donors.

IV. Challenge to the Board- Sheila Peters, Ph.D.

Sheila stated that over the years TVC has been a champion to many children and families across the state. She challenged the Board to take a step back and imagine a broad vision for the future. She stated that TVC has been given the opportunity to take care of the least of these, to empower children and families and to crackdown on the stigma of mental health. She explained that TVC staff and the Finance Committee had done a superb job in securing grants and building a firm foundation. She challenged the Board to leave a legacy that they can look back on and be proud of their accomplishments. She asked that everyone bring their individual perspective and ask questions to help this process be as effective as possible.

V. Vision for the Future of TVC- Rikki Harris

Rikki described her vision for the future of TVC. She stated that there are many great opportunities and with those opportunities also come challenges. Rikki acknowledged that TVC has been a leader in its field for many years and continues to grow. She stated that there is no lack of families that need TVC's assistance and each day TVC receives new clients and referrals.

Rikki discussed some challenges that TVC is facing or will face in the near future. The first challenge, with grants ending in the East and West regions of the state, TVC is experiencing a shrinking staff in those areas. Another challenge, shrinking SAMHSA grants. Rikki stated that if we plan to serve families, TVC will need to find new funding. Rikki described a few ways in which TVC is working to accomplish this goal. She mentioned managed care and stated that Kathy Rogers has been working with MCOs to gain more contracts. This process has its ups and downs and has been a struggle to get the appropriate funds. Rikki is hopeful that this area will continue to grow. Rikki is also optimistic about the FSS training program. TVC has partnered with the state and hired an FSS Training Coordinator. Rikki feels that TVC has been given the opportunity to become a leader in training and consulting across the state in this area.

Another goal that Rikki would like to see accomplished is for TVC to receive accreditation. Rikki shared some options with the Board and stated that Kim Sterling is researching the best available option for TVC. Rikki and Kim have been looking into COA, JACO and CARF and have reached out to FREDLA to gain insight for family run organizations pursuing accreditation. Rikki would like to see TVC produce more useful outcome data and have an improved system in place to accomplish this goal.

VI. Strategic Planning – Brad Gray

Brad began by explaining what the strategic planning process would look like and stated that the Board would be working on setting goals to accomplish over the next eighteen months and leading into three years. He described the process of discussing core values, the mission, and the vision of TVC. He explained that the Board would complete a SWOT analysis and form goals for TVC to help form a strategic plan.

Brad asked everyone to write down five core values of TVC. When finished, Brad formed two groups and the groups discussed their answers and formed an amalgamated list of core values. After the two groups formed lists, the group met back together as a whole and shared the core values formed with each other. (Please see TVC Core Values- Attachment A) Brad asked Sheila and Rikki to form a committee of three members to review the suggestions and create a finalized list for the Board members to review and vote on at the July 2015 Board Meeting. Rikki and Sheila named Dick Blackburn (Committee Chair), Debbie Webb, and Adam Horn to the committee. Brad suggested Rikki and Sheila be ex officio members of each committee.

Brad explained to the Board that TVC has credibility and proof of success within the community, but now is the time to set a mature tone of leadership. He stated that the mission has to be clear and outcome driven. He defined the primary customers as families, funders, politicians and corporate stakeholders. Then, he formed three groups to define the mission of TVC. When each group was finished, he asked them to share the mission they created with the board and staff. (Please see TVC Mission- Attachment B) Once all three groups had presented, Brad requested for Sheila and Rikki to form a committee to review, process and create a finalized mission to be voted on by the Board. Sheila and Rikki named Linda O’Neal (Committee Chair), Devika Kumar and Natalie Ray to the committee.

X. Lunch 12:00-1:00 p.m.

XI. Strategic Planning (Continued) - Brad Gray

Brad resumed the planning session by discussing a S.W.O.T. (Strengths, Weaknesses, Opportunities, Threats) analysis. Brad stated self-assessment yields great benefits and encouraged everyone to complete an analysis of TVC. Once everyone had completed their own list, Brad then formed groups to create amalgamated lists. Then, after the groups had created their lists, the entire group gathered together and shared the responses. (Please see TVC S.W.O.T. Analysis-Attachment C) As each area was presented, the group discussed the organization’s strengths, weaknesses, opportunities and threats as a whole. Each category stemmed discussion of that area and several questions were brought about and answered.

In closing, Brad reminded the Board that strategic planning is a constant process of planning, reviewing, addressing, adapting and reengaging. He also encouraged the Board to build the board meeting agendas around the strategic plan to remain focused on the mission and goals set forth by the strategic plan.

XIV. Closing- Sheila Peters, Ph.D.

Sheila addressed the Board in closing and thanked them for their participation. She encouraged the members to meet with their committee to review the items proposed during the planning session. Sheila stated that it may be possible for the committees to present the ideas to the Board at the July meeting for the members to review and adopt.

Adjourned at 4:40 pm

TVC Core Values (Attachment A)

Group #1

1. Access to family mental health services (overcome stigma)
2. Family driven services (training and education)
3. Empowerment of families (treatment planning)
4. Broad range of services for all ages (0-21)
5. Collaboration with other child-serving organizations

Group #2

1. System of Care
 - family driven
 - youth guided
 - culturally linguistic competence
2. Empowering families to be self-sufficient in meeting mental health needs
3. Bridging successful outcomes between advocacy and care.
4. Providing statewide impact
 - rural, urban, and suburban
5. Providing leadership, earning respect and respecting others
6. Providing quality, evidence-informed services
7. Lived experience and peer support in parenting and navigating mental health systems

Committee Members

- Dick Blackburn (Committee Chair)
- Adam Horn
- Debbie Webb
- Sheila Peters (Ex Officio)
- Rikki Harris (Ex Officio)

TVC Mission (Attachment B)

Sample #1

To lead in partnering and collaborating among child serving systems.

To advocate for the emotional and behavioral well-being of children.

To provide support and services that champion voice, hope and empowerment for families and youth.

(Editing suggestions- Consider order, warm it up, add education and training, and partnering with families)

Sample #2

TVC's purpose is to provide family-driven, peer to peer support to children and youth with behavioral and mental health needs and their families. So as to enable them to experience success at home, at school and in the community.

Sample #3

TVC's purpose is to utilize its lived experience and peer to peer support to empower youth and families with mental health or behavioral challenges to advocate for themselves and navigate systems to meet their needs, keep youth in the home, families together, and improve functioning in the school and community.

Committee Members

- Linda O'Neal (Committee Chair)
- Devika Kumar
- Natalie Ray
- Rikki Harris (Ex Officio)
- Sheila Peters (Ex Officio)

S.W.O.T. Analysis (Attachment C)

Strengths

1. Comprehensive, quality life impacting services and support.
2. FSS peer support longevity and know how.
3. System of care emphasis and advocacy for children and families.
4. Motivated, passionate and knowledgeable staff who “do what it takes.
5. Strong collaboration/partnership with stakeholders.
6. Training emphasis for families, staff and community.

- Fiscally solid
- Positive reputation
- Legislative awareness
- Strength based emphasis
- Strong leadership/supportive board
- Family support in the community
- Statewide presence
- Vision/forward thinking

Weaknesses

1. Lack of diversity of funding
 2. Brand awareness
 3. Ineffective use of outcome data
 4. Staff Issues
 - Workload
 - Certified
 - Training/Orientation
 - Cultural competence
- New board member orientation
 - Rigidity to change
 - Lack of family testimonials
 - Lack of statewide presence
 - New payment structures (MCOs)
 - Mental health agency stigma

Opportunities

1. FSS leader (TA/Training)
2. MCO billing
3. New programs (Early childhood/A&D/telehealth)
4. Increased planned giving
5. Accreditation (CARF)

- History/Brand marketing (using reputation to market)
- Financial Investments
- Data outcomes/Reporting
- Statewide presence (statewide growth)
- Participate in research programs (on children's mental health/outcomes)
- Policy (political change/environment)

Threats

1. Funding challenges with loss of federal funds (MCO payment structures)
2. Limited grant opportunities
3. Larger, more experienced mental health organizations
4. Stigma of mental health
5. Lack of statewide presence

- Lack of billing experience
- Politics and changing healthcare environment
- Risk of personnel loss
- Delay in certification of FSS
- Lack of succession plan
- Lack of follow through with strategic plan
- Growing economic disparity in Tennessee
- Location of SOC Conference