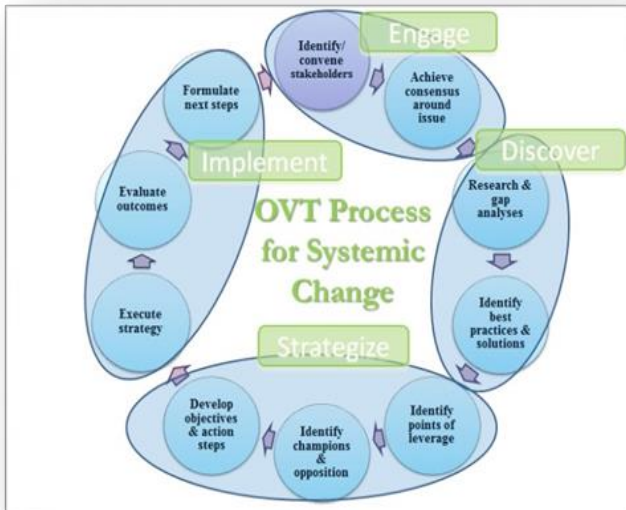


2014 YEAR IN REVIEW

One Voice Texas began 2014 focused on strengthening how we define advocacy and the impact that our collaborative efforts, through programs and policy, have on the service delivery system. Collaboration, capacity-building, and improving public policy have become the tenets behind One Voice Texas' health and human services advocacy work. In the past decade, One Voice Texas has leveraged the expertise of hundreds of people from a wide diversity of organizations. Collaboration occurs regularly among grassroots audiences such as community organizations, consumers, or frontline service providers as well as key decision makers in agencies and public offices.

To accomplish its mission, One Voice Texas engages and educates stakeholders (treatment and service providers, advocates, consumers, family members, law enforcement, funders, etc.); enables membership the opportunity to better serve their constituencies around critical health and human services issues/needs; and advocates for solutions around public policies that will strengthen the delivery system.



100+ public, private and nonprofit organizations make up One Voice Texas. They represent a breadth and depth of relationships in the community that allows for the organization's flexibility and responsiveness. Through One Voice Texas' coordination, this comprehensive network is able to enact short-term interventions based on best practices research and the experience and expertise of member organizations. One Voice Texas uses these solutions to develop models that can be implemented and sustained by its member organizations throughout the service delivery/provider community. Long-term systemic changes are the goal for every One Voice Texas priority workgroup but can only occur through the identification, development, implementation, and evaluation of those critical short-term solutions.

In order to facilitate both short-term and long-term change, One Voice Texas staff and workgroup representatives from member organizations **engage** stakeholders, **discover** more about an identified need, and **strategize** solutions that can be **implemented** in a timely manner.

The Engage/Discover/Strategize/Implement process is used to address, monitor, and evaluate health and human services issues that impact vulnerable populations in the three priority areas - **behavioral health**, **children and youth**, and **healthcare**.

One Voice Texas achieves success when:

- stakeholders and decision makers continue to move forward identified issues;
- policies are supported that positively impact a critical need;
- collaboration is recognized as a component of a successful outcome;
- new collaborations are formed that did not previously exist; and
- member organizations work together to achieve common goals.

Today, the impact of One Voice Texas' work can be felt across the state. On behalf of the One Voice Texas staff and Board of Directors, we are grateful to our members, our funders, and our community stakeholders for the opportunity to focus on remedies to the complexities of collaboration, capacity-building, and advocacy related to our health and human services delivery system.

2014 Accomplishments

Basic Needs: Seniors and Persons with Disabilities

- In the fall of 2013, One Voice Texas met with Vita-Living, Inc., a Houston based nonprofit that provides long-term comprehensive care and support services for adults and children who have intellectual and developmental disabilities. Founded in the 1980s, Vita-Living, Inc. is seeking to work in partnership with the Houston community to improve the status and quality of life for people with developmental disabilities, specifically as they age and the issues may become more complex. In August, One Voice Texas and Vita-Living co-hosted a facilitated roundtable discussion that focused on effective collaboration and building a community model of care for those aging with disabilities (see Outreach section below).

Behavioral Health

- One Voice Texas' Behavioral Health work continued to focus on individuals living with chronic mental health and substance use disorders and the need for programs and policies that strengthen community based intervention services, including peer recovery, permanent supportive housing, and other appropriate supports, as opposed to those that force people into institutional types of care.
- Throughout 2014, One Voice Texas, its members, and community stakeholders worked on the continued development of a comprehensive continuum of care system for vulnerable populations including publicly supported medical detox services, residential treatment, and on-going community based recovery support services. In August, One Voice Texas introduced staff from the newly created Meadows Mental Health Policy Institute to the greater Houston/Harris County based service delivery system (see Outreach section below).
- One Voice Texas continued to help facilitate the educational component of Funders Together to End Homelessness - Houston, the local chapter of a national network of funders committed to solving homelessness through leadership, education, and advocacy. In February, staff from One Voice Texas as well as representatives from both public and private organizations and the philanthropic community attended the National Alliance to End Homelessness Conference in New Orleans. The conference provided an opportunity to network with providers and coalition members from throughout the nation as well as meet representatives from federal agencies and national organizations. Attendees attended workshops and discussions that will bring value to the work in our community focused on chronic and youth homelessness.
- With the creation of the One Voice Texas Homeless Youth Initiative, the collaborative continued to build on work already done by local youth advocates and service providers in the area of youth homelessness. In July, eight individuals from public and private organizations and the philanthropic community travelled to Seattle WA to learn from community leaders and providers who created a model to prevent and end youth homelessness.
- One Voice Texas worked with Funders Together to End Homelessness – Houston, The Simmons Foundation, The Frees Foundation, HPD Mental Health Division, City of Houston, MHMRA of Harris County, and others to create a video spotlighting the work of HPD and MHMRA's Homeless Outreach Team and the progress made within Houston/Harris County to engage with and bring supports to this vulnerable population. ***The Shepherds in Blue: How Community Policing Is Guiding People Home*** was premiered in Houston in November along with a presentation by members of the Homeless Outreach Team (see Outreach section below). The video is available on YouTube and can be used to bring awareness to other communities about effective delivery system models, particularly through collaborations between local law enforcement and service providers. Additionally, One Voice Texas worked with the HPD Homeless Outreach Team to secure a truck that enables them to access hard to reach homeless encampments and provide services and referrals to those living there.
- The One Voice Texas Behavioral Health and Healthcare workgroups along with members of the Houston Recovery Initiative/Recovery-Oriented Systems of Care came together to discuss the need for stakeholders from all areas of healthcare including those within the substance use treatment community to become more engaged in collaborative efforts to strengthen the safety net and advocate for policy specifically related to substance abuse services (see Outreach section below).
- In response to the Sunset Advisory Commission's request for information, One Voice Texas coordinated a forum at which stakeholders presented issues, challenges, and opportunities regarding behavioral health including mental illness and substance abuse. These recommendations were also provided in written form to Sunset Commission staff and many were included in the official report regarding the Department of State Health Services. In November, One Voice Texas issued a written response to members of the Sunset Commission regarding the Sunset Commission Staff Report. All of these reports can be found on the One Voice Texas website, www.onevoicetexas.org.

- The One Voice Texas Behavioral Health workgroup developed its priority policy agenda for the 84th Texas Legislature. The details of these priorities – funding and access, permanent supportive housing, and access to home and community based services - can be found on the One Voice Texas website, www.onevoicetexas.org.

Children and Youth

- One Voice Texas' Children and Youth work has focused on permanency, coordination, and accountability in the child welfare system. Better preparation of relatives who care for their family members, more frequent visitation between youth in care and their families, financial literacy opportunities for youth exiting the foster care system, and safety for children in the child welfare system are intended to lead to more positive outcomes for children and their families.
- One Voice Texas developed and coordinates the Texas Foster Care Alumni Coalition that is working with and educating young adults who aged out of the foster care system on effective ways to lend their voices to efforts intended to reduce risks and create and/or strengthen opportunities for change in the child welfare system. In early 2014, the Coalition submitted recommendations to DFPS and the Texas Legislature on challenges within the system and how to improve outcomes for those in the system. One Voice Texas and the Coalition researched best practices and worked with stakeholders in the judicial system as well as child welfare to determine best practices and policy needs. Coalition members met with the Sunset Commission and with the DFPS Commissioner and testified before the House Select Committee on Child Protection. Additionally, the Coalition is building a model to replicate The Mockingbird Society, an organization founded in Washington in 2001, in Houston. The mission of The Mockingbird Society is to advocate for systems reform based on the personal experiences of children, youth, and families impacted by the child welfare system. The replication in Houston would serve as a component to the larger Homeless Youth Initiative.
- One Voice Texas is working with a group of parents whose children were previously in foster care to develop better policies and practices for this population. As advocates for children and families, they are learning specifics such as writing white papers and meeting with decision makers to express their ideas for systemic change using examples of their challenges and successes.
- One Voice Texas served on the Youth Research Project Advisory Board and reviewed a survey instrument that was utilized throughout the community to gather information on homeless youth. The results of the survey will be released in early 2015 and will become a component of the continued work of the Initiative as well as supporting policy changes during the 84th Texas legislative session.
- One Voice Texas participated in the LGBTQ Youth Homelessness Prevention Initiative led by the US Department of Housing and Urban Development (HUD) that included a number of national/federal partners to address the disproportionate number of LGBTQ youth who are homeless. Houston and Cincinnati, Ohio were the only two cities selected to participate and receive technical assistance from partner organizations. The participating organizations developed and approved a strategic plan to prevent homelessness among LGBTQ youth and to provide early intervention services to youth already homeless. One Voice Texas was a member of the oversight committee and chaired the advocacy subcommittee. While this project is very specific in its scope of work, the findings and implementation will have broader impact and will be valuable to the larger One Voice Texas Homeless Youth Initiative plan.
- One Voice Texas and Texans Care for Children, a policy organization based in Austin, co-lead a task force to improve policy and practice in the area of substance abuse in child welfare. The task force brought together stakeholders from state agencies as well as clinicians, parents, and youth and will work over the next year to develop and implement recommendations that recognize the struggles of parents with issues related to drug use and interaction with their children in the foster care system. The task force developed changes for DSHS contracts with substance abuse providers and will be producing a written report of its work. The task force will continue meeting after the 84th Texas legislative session and work on policy changes to improve outcomes for families in the child welfare system.
- One Voice Texas worked with South Texas College of Law to engage the judicial system around permanency issues for youth in the state foster care system. The project included educational opportunities for members of the legal community including best practice recommendations, advocacy workshops for youth who have aged out of care so that they can become a voice for system needs, presentations to law classes, and forums for stakeholders to increase their awareness of the poor outcomes children in Permanent Managing Conservatorship face and needed partnerships within the courts and public and private child welfare organizations.
- In response to the Sunset Advisory Commission's request for information, One Voice Texas coordinated a forum at which stakeholders presented issues, challenges, and opportunities regarding child care licensing and child welfare.

Many of these recommendations were included in the official report on the Department of Family and Protective Services to the Sunset Commission. In November One Voice Texas issued a written response to members of the Sunset Commission regarding the Sunset Commission Staff Report. All of these reports can be found on the One Voice Texas website, www.onevoicetexas.org.

- DFPS and One Voice Texas worked together to implement policies on visitation between parents and children in foster care. The partnership has led to a replicable model for stakeholder collaboration with DFPS and the possibility for policy changes well beyond the components of legislation that passed in the past (2013). As of January 2015, DFPS staff were beginning training in the new policies.
- A Policy Insider's Series was co-hosted throughout 2014 with the University of Houston Graduate College of Social Work. Topics included nutrition, healthcare, human trafficking, policies regarding unaccompanied minors, being an advocate for the 84th Texas Legislature, and current state and local policies regarding housing and homelessness (see Outreach section below). The series will continue in 2015.
- The One Voice Texas Children and Youth workgroup developed its priority policy agenda for the 84th Texas Legislature. The details of these priorities – prevention services, permanency, homeless youth, the mental and physical health needs of youth, protecting the rights of children in foster care, and kinship caregivers - can be found on the One Voice Texas website, www.onevoicetexas.org.

Healthcare

- One Voice Texas and the Harris County Healthcare Alliance worked together on many issues related to healthcare reform, including the need for an adequate healthcare system that provides coverage to all.
- The One Voice Texas Women's Health Initiative of Texas (WHIT) was created to engage, educate and empower key stakeholders and communities to drive systemic change focused on access, adequacy, and affordability of women's healthcare through collaboration and innovative policy solutions. In March, seventeen organizations convened in Austin and reviewed outcomes and impacts of past policy decisions, including program funding, and discussed how this diverse group could develop an advocacy agenda that would focus on the totality of women's healthcare as opposed to only reproductive health. A survey was created and sent to participants to gauge organizational priorities, capacity, and ability to work collaboratively and policy issues were developed around two priority areas – breast cancer and cervical cancer.
- One Voice Texas partnered with other community organizations to support Enroll Gulf Coast Marketplace, a community collaborative that coordinates outreach and enrollment opportunities for healthcare coverage through the ACA federal exchange.
- In March, One Voice Texas hosted staff from the Sunset Advisory Commission for the Department of State Health Services (DSHS). Stakeholders presented issues, challenges, and opportunities regarding healthcare. This forum was followed with recommendations to Sunset Commission. In November One Voice Texas issued a written response to members of the Sunset Commission regarding the Sunset Commission Staff Report. All of these reports can be found on the One Voice Texas website, www.onevoicetexas.org.
- One Voice Texas and the Harris County Healthcare Alliance co-hosted a monthly lunch and learn series through May that featured topics on medical homes, preparing for the 84th Texas Legislature, and behavioral health. The events were well attended and received positive feedback.
- Beginning in May, elected officials were invited to attend the joint One Voice Texas/Harris County Healthcare Alliance workgroup meetings for a dialogue on priority issues for the upcoming legislative session. These forums introduced the officials to issues and work throughout the community and gave participants a better understanding of how to support officials' work.
- One Voice Texas, working with its healthcare members as well as professionals from UTMB, developed one-page issue briefs on a multitude of healthcare issues – 1115 Waiver projects, behavioral health, and women's health - that will be used to educate and bring awareness to stakeholders seeking to understand and develop solutions to the current healthcare crisis in local communities and throughout the state. All of these briefs can be found on the One Voice Texas website, www.onevoicetexas.org.
- One Voice Texas worked with OneStar Foundation, Harris Health, and Harris County Hospital District Foundation throughout the year to develop and implement a standardized community health information technology infrastructure needed to improve care coordination for patients and providers.
- The One Voice Texas Healthcare workgroup developed its priority policy agenda for the 84th Texas Legislature. The details of these priorities – CHIP funding, healthcare coverage, the immunization registry, Texas Medicaid 1115 Transformation Waiver, and women's healthcare - can be found on the One Voice Texas website, www.onevoicetexas.org.

Organizational

- One Voice Texas was chosen as a class project for a UH School of Communications Social Media Class. Students reviewed the organization's current communications resources as well as the way they were utilized and, in December, five student teams presented their assessment findings and made recommendations for improved and expanded resources. These are now being utilized as the collaborative works to create its development department that includes communications.
- One Voice Texas was selected as a Rice Capstone project for the spring 2015 semester. The collaborative will began active work with its team in early 2015.

Outreach January 1 through December 31, 2014

Much of the advocacy work of One Voice Texas involves community outreach/engagement.

- **February 26, One Voice Texas Member Meeting** - The Texas Sunset Act requires that the Texas Legislature periodically evaluate a state agency to determine if the agency is still needed and to explore ways to ensure that the agency's funds are well spent. Throughout 2014, the Texas Health and Human Services Commission itself and the four agencies under its umbrella, Department of Aging and Disability Services, Department of Assistive and Rehabilitative Services, Department of Family and Protective Services, and Department of State Health Services, were reviewed by the staff of Sunset Commission. This is a lengthy process that includes meetings within communities with a multitude of stakeholders (ongoing), written recommendations from stakeholders (ongoing), the issuance of reports on each of the four departments as well as a report on the entire Health and Human Services Commission (October), public hearings (summer/fall), and the final recommendations of the Sunset staff (fall). Based on public input and the staff reports, the Sunset Commission will adopt recommendations for the full Legislature to consider during the 84th Texas Legislature. John Hawkins, Senior Vice President Government Relations, Texas Hospital Association, presented on the process and the importance of engagement.
- **Spring 2014, Policy Insider's Series** - Staff from One Voice Texas facilitated three new "Policy Insider's Series" events in partnership with the University of Houston Graduate College of Social Work which were open to the community as well as the entire University of Houston campus. Speakers and topics included Megan Parady, Regional Director of the Texas Hunger Initiative, the state of nutrition and anti-hunger policies; Colleen Horton, Policy Program Officer, Hogg Foundation for Mental Health, the need for affordable community based mental health care for children and youth; and Mandi Kimball, Public Policy Analyst with Children at Risk, human trafficking in Texas.
- **Spring 2014, Lunch and Learn Series** - One Voice Texas and the Harris County Healthcare Alliance continued their healthcare series. Speakers and topics included Bill McKeon, Chief Strategy and Development Officer and Executive Vice President, Texas Medical Center, who presented on some of the current strategic transformational initiatives occurring throughout the region; panels of experts who presented on topics that included healthcare priorities for the 84th Texas Legislature, establishing and utilizing health homes, and integrating primary and behavioral healthcare.
- **March 19, Women's Health Initiative of Texas: A Roundtable** – Staff and membership from One Voice Texas met with providers/coalitions from throughout the state to discuss strategies for educating communities around the need for a strong safety net around women's healthcare. The group reviewed the state of women's healthcare following the past legislative decisions, priorities around women's healthcare within individual organizations, and the possibilities for creating a collaborative initiative to strengthen efforts throughout the state. The group conducted a survey of the participants to determine common factors, interests, capacity, etc. This survey was used to guide work throughout remainder of year.
- **May 14, Meeting the Healthcare Needs of Foster Care Alumni** - Youth in the foster care system face a unique set of circumstances when they age out of foster care at 18 and become "instant adults." HHSC presented on Medicaid coverage for youth who age out of foster care and Jose Sanchez from The Young Invincibles presented on the young adult perspective of the Affordable Care Act.
- **June 3 - 4, Designing Healthcare in Texas: How the Past and Present Will Guide the Future** – One Voice Texas, the Harris County Healthcare Alliance, and Rice University's Kinder Institute for Urban Research co-hosted a day and a half conference that presented a comprehensive look at Texas Medicaid, from the basics of the program and including the current 1115 Waiver initiatives.

On June 4, Robert Greenwald, JD, Clinical Professor of Law and Director of the Center for Health Law and Policy Innovation (CHLPI) of Harvard Law School gave the keynote presentation, “**Expanding Access to Health Care in Texas: Turning Affordable Care Act Challenges Into Opportunities**”. Katrina Daniel, Associate Commissioner of the Life, Accident, and Health Section of the Texas Department of Insurance presented on regulatory changes to the health insurance industry. Dr. Stephen Klineberg, Professor Co-Director, Rice University’s Kinder Institute for Urban Research served as the luncheon presenter and discussed his recently completed survey, “**What Accounts for Health Disparities**”.

The afternoon included presentations by Alice Murray, President, Dallas Citizens Council, “**Communities in Action: Building for the Future**”; Joy Johnson Wilson, Health Policy Director, National Conference of State Legislatures, “**Designing Coverage for All: Closing the Coverage Gaps**”; Veronica Moore, Intergovernmental Affairs, Region VI, U.S. Department of Health and Human Services, “**Community Outreach on Current Health and Human Services Initiatives**”; and the closing presentation was given by Harris County Judge Ed Emmett. All presentations can be found on the One Voice Texas website.

- **June 13, One Voice Texas Member Meeting** – Tim Schauer, Vice President, Cornerstone Government Affairs, presented on the history of healthcare funding in Texas including funding indigent care, the complex funding streams - federal, state, and local - that support our local safety net, and Medicaid.
- **June 18 – 20, Keeping Infants and Toddlers Safe (KITS) Conference** – Katherine Barillas presented on best practices and recent policy changes to Children’s Protective Services visitation policies. The KITS conference is a collaboration between the Infant Toddler Courts of Ft. Bend County and Harris County and the Child Abuse and Neglect Committee of the State Bar of Texas. The conference focuses on legal and practice issues for children in the foster care system.
- **July 16-17, Lost Angels: Skid Row is My Home** – One Voice Texas and Funders Together to End Homelessness – Houston, along with eighteen community partners, co-hosted two screenings of the award-winning documentary that tells the stories of Los Angeles’ Skid Row and the individuals who call it “home”. The producer of the film, the writer of the film, two of the film participants, and the founder of the “harm reduction” model of intervention, shelter, and outreach programs whose purpose is to build strong, life-long supportive communities featured in the film, attended and participated in a panel discussion along with providers from Houston and members of the HPD Homeless Outreach Team.
- **Fall 2014, Policy Insider’s Series** – One Voice Texas continued to co-host this popular series with the UH Graduate College of Social Work. Speakers and topics included: Hillary Larsen, JD, Catholic Charities Unaccompanied Minors Program who presented on Texas and US policies regarding unaccompanied minors; Katherine Barillas, PhD, Director of Child Welfare Policy, One Voice Texas who presented on becoming an effective advocate for the 84th Texas Legislature; and Lillian Ortiz, MSW, Director of Behavioral Health Policy, One Voice Texas who presented on current local and state policies around housing and homelessness and future opportunities for strengthening this system.
- **August 6, Introduction of Meadows Mental Health Policy Institute to Houston/Harris County Behavioral Health Initiatives** – One Voice Texas hosted a half-day forum to introduce Phil Ritter, COO, Meadows Mental Health Policy Institute, to local community programs that are contributing to the building of a comprehensive community based delivery system for vulnerable populations. Presentations were given by staff from MHMRA of Harris County, Houston Police Department Mental Health Division, Houston Recovery Center, Harris County Jail, and Houston/Harris County Continuum of Care (to end homelessness). A luncheon with policy professionals included a discussion of community initiatives and how they will be used to develop issues for the upcoming 84th Texas Legislature.
- **August 27, Aging In Place With a Disability in Houston** – One Voice Texas and Vita-Living Inc. co-hosted an afternoon forum to begin conversations between the aging and disability communities in Houston. Thirty four individuals representing 25 organizations - health clinics, hospitals, universities, providers - came together to discuss, envision, and plan next steps for a future collaborative system of care that can support those aging in Houston with a disability. The discussion was facilitated by Dr. Bill Wooten, Executive Director of Business Transformation at UT MD Anderson Cancer Center, using an innovative capacity building method called Appreciative Inquiry (AI). A white paper was created and distributed throughout the community that discussed the outcomes of forum.

- **September 19, Advocacy Training for Recovery Oriented Systems of Care** – One Voice Texas provided Advocacy 101 training to members of the Houston Recovery Initiative/Recovery Oriented Systems of Care, as well as other community partners, as part of their efforts to increase their advocacy roles at the local and state levels.
- **October 20, *Building a Stronger Community: Advocates for High Quality Health and Human Services*** – 160 individuals attended the One Voice Texas pre-legislative conference. The morning included a keynote given by Dale Craymer, President and Chief Spokesperson, Texas Taxpayers and Research Association (TTARA) who presented ***Fiscal Outlook for the 84th Legislature***; Steve Murdock, Allyn R. and Gladys M. Cline Professor of Sociology, Rice University presented ***Population Change in the United States, Texas and Houston: Implications for Education, Health and Socioeconomic Development***; Phil Ritter, Chief Operating Officer, Meadows Mental Health Policy Institute presented ***Mental Health Policy and the State of Texas***; and the morning concluded with a lunch presentation by Jeff Fraley, Co- Executive Producer, Mental Health Channel and Co-Founder, Trinity Films who presented ***An Introduction to the Mental Health Channel: MHC-An Online Mental Wellness Channel***. Four afternoon workshops presented information on supporting kinship families, supportive services being provided in our community for individuals with housing and behavioral needs, making recovery a reality for families involved with the child welfare system, and addressing the need for high quality, early education.
- **October 28, A Community Roundtable to Discuss Child Welfare Redesign** - One Voice Texas and member organizations engaged with the child welfare system hosted a half-day discussion on the challenges and opportunities that foster care redesign would bring to Harris County. Monica Faulkner from the University of Texas School of Social Work Child and Family Research Institute and Wayne Carson, CEO of ACH Child and Family Services discussed redesign in Regions 2/9 and Catchment Area 3b respectively. Participants agreed to reconvene after the 84th Legislative Session as many of the unknowns will be addressed here.
- **October 29, Advocacy Training Around LGBTQ Issues** – One Voice Texas worked with Equality Texas to present two trainings, one at DePelchin Children’s Center for direct service stakeholders in Houston and another at the University of Houston Graduate College of Social Work for graduate students.
- **November 13, *The Shepherds in Blue: How Community Policing Is Guiding People Home*** – One Voice Texas and several other Houston organizations co-hosted the premiere showing of the locally produced documentary that shares the story of how a public-private partnership that combines the efforts of dedicated law enforcement professionals, community service providers, and members of the private philanthropic community can make a significant difference in people’s lives.
- **November 21, *Texas State of Mind*** – One Voice Texas worked with the Meadows Mental Health Policy Institute and other local organizations to put together a community forum that would introduce the work of the Institute and spotlight local initiatives whose work parallels the Institute priorities. Presentations focused on children’s mental health, veterans’ mental health, and mental health in the criminal justice system.
- **December 16, Meet and Greet in the Capitol** – Members of One Voice Texas hosted a breakfast in the capitol to meet newly elected officials and their staffs and to introduce them to the work of One Voice Texas.
- **Social Media** – One Voice Texas established a Facebook page that serves as a community bulletin board for the One Voice Texas membership. While information that is critical to the collaborative’s work is posted, the board is also used to highlight activities/opportunities among the membership.

Organizational Accomplishments

Board of Directors

One Voice Texas' fiscal year began January 1. The Board welcomed three new members. John Fisher, Chevron Corporation, assumed the position of Board Treasurer; Courtenay Siegfried, 20K Group, assumed a three year member position; and Freddy Warner, Memorial Hermann Healthcare System, as Chair of the One Voice Texas Public Policy Committee, assumed a three year position. Karen Love, Community Health Choice, began her final year as Chair of the Board and Amanda Cloud, Simmons Foundation, retained the Board Secretary position. The year began with nine members of the Board of Directors.

At its February retreat, the Board created a Development Committee that is chaired by Freddy Warner and includes Board members and community members. The committee is charged with developing and overseeing a comprehensive fund development plan that is aligned with the organization's strategic directions to build assets; working with the Board of Directors and appropriate staff to carry out specific development plan activities; and providing leadership to the Board of Directors on goals and strategies of development plan. A newly created Director of Development position was not filled until January 2015 and, therefore, the committee will become active in 2015.

Additionally, the Board determined the need for development of succession planning policies including an emergency plan and a planned exit. The plan was approved by the Board at its November 21 Board meeting.

Board members determined the need for a review of compensation policies and a committee will work on this in early 2015.

Member Survey

Every two years, the membership participates in a survey whose purpose is to evaluate the degree of success of the collaboration process, determine member satisfaction, examine the benefits and drawbacks of participation as perceived by the collaborative members, and gain member feedback. In turn, these results are used by the Board and staff to guide growth of the organization. This survey is conducted by Gerald Goodman, PhD, Professor and Program Director, Health Care Administration, Texas Woman's University.

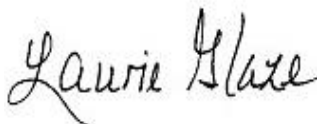
2014 survey results showed that the members feel very positive about the collaborative and the way it functions. When compared against past surveys, responses indicated that concerns regarding workgroup structure, format, and frequency had been successfully addressed and that communication continued to improve. As noted by Dr. Goodman, "the bottom line to the survey was the cumulative score for *Satisfaction with One Voice*" – 80% of respondents indicated mostly or completely satisfied.

Conclusion

On behalf of the Board of Directors and the staff of One Voice Texas, we thank you for your support and look forward to our continued work with all throughout our community and the state. While the challenges are great, we have also been presented with many exciting opportunities. Thank you for all that you do.



Amanda Cloud, Chair
Board of Directors



Laurie Glaze
Executive Director