



**MISSION** *Enrich the lives of uninsured adults of Effingham County by promoting healthy Lifestyles and providing free medical care for chronic illness.*

**VISION** *A strong Community that ensures timely access to quality Healthcare and Collaborative Partners.*

**AGENDA    BOARD OF DIRECTORS MEETING**

**December 11, 2024**

- Welcome Vicki Renfroe
- Invocation Sandra Hendrix
- Approval of October 2024 minutes Board members
- Financial Report Dr. Amber Fordham
- Executive Director Report/Grants updates A Fordham
- Medical Director Clinic Report S Harrison/Dr. F Decker
- Old/Current Business V Renfroe/A Fordham
  - Holiday Cards
  - Strategic Planning Committee minutes
  - Financial Policy update - copies given in Oct '24
  - February Annual meeting/New board member training
- New Business V Renfroe/A Fordham
  - Business After Hours with Chamber
  - 2025 "10 Year Banquet"
  - Approach County Commissioners
  - Nominating/Voting on Ex Council positions
  - Committee descriptions
  - Georgia Baptist Awards Banquet (available attendee??)

*TRHC Board meeting will be Wednesday, February 19th @4pm*

**Two Rivers Health Clinic  
Board of Directors Minutes  
October 16, 2024**

**Welcome**

The meeting was called to order by Chairman Vicki Renfroe at 4:05 p.m.

Members in attendance: Virginia Clary; Fran Decker, MD; Amber Fordham, RN, MPH, DNP; Kerry Freeman, OD; Pastor Perry Fruhling; Susan Harrison, NP; Sandra Hendrix; Christina Love; Kristen Pierce, PharmD; Vicki Renfroe; Harriet Snooks.

**Invocation – Pastor Perry Fruhling graciously offered the Invocation.**

**Approval of August 2024 minutes**

August 21, 2024, minutes were reviewed by members present. Dr. Frances Decker moved to approve the minutes, and Harriet Snooks seconded. The minutes were unanimously approved as presented.

**Financial Report**

- Amber Fordham gave an overview of the August and September Banking Summaries. She noted that the summaries are self-explanatory and that the bank account is on the low side.
- The Banking Summary for 2024 August showed Total Income of \$3,330.00 and Total Expenses of \$7,793.33. The Banking Summary for September 2024 showed a Total Income of \$1,830.00 and Total Expenses of \$5,239.97. Amber called attention to the bequest from Dr. Decker which will be \$100,000.00. She noted that this gift significantly builds up the Clinic, placing it in a good position to open a pathway to build on.
- The 2024 TRHC Operating Budget was reviewed, and Amber noted the Clinic has doubled the number of patients seen. Also attention was called to the need to increase donations from Businesses, Clubs, and Churches. It was noted that Fran Decker visited a clinic in Coweta County that has been having two fund raisers a year for several years, so people have come to expect them and are providing good financial support of the events. We need to work on getting our donors to make their donations annually so they can be counted upon. When Amber attended the NAFC Conference in Atlanta, she learned that our Clinic should have three to six months saved. Perry Fruhling wondered if we should review our list of donors to identify the areas with the greatest donors.
- The August ending balance was \$10,654.54. The September 2024 ending balance was \$7044.57.

## Executive Director Report/Grants Update

### Clinic Updates

- Amber reported that the Clinic now officially sees patients four days per month. In 2025 we plan to have a clinic every week, other than holiday weeks. Spaces are filling up and we continue to see new patients at almost every clinic. We are still using Sign-up Genius for scheduling.
- Volunteers
  - a. We have a new GSU nursing student volunteer, and potentially have two new nursing volunteers.
  - b. We will need a clinic physician by Spring 2025.
  - c. GROW Initiative Georgia has been in Chatham County but would like to provide services in Effingham County. Two volunteers are providing excellent and valuable assistance at the clinic office every Thursday offering:
    - Case management
    - Applying for benefits
    - Translation services, although Rosie, our volunteer translator still comes to the clinic
    - Storm assistance
    - Patient needs not necessarily clinic based

### Strategic Plan - Governance Committee

The Governance Committee met on October 3, 2024, to review and discuss several areas of concern. In attendance: Amber Fordham, Executive Director; Kerry Freeman, OD; Chris Love.

- **Forms given to new members at the full Board Training in February 2025:**

Talking Points

Financial Controls Policies & Procedures Manual

Bylaws

Board Committees

Clinic Calendar

Board of Directors Organizational Chart

- **Contents of New Members Curriculum Vitae:**

Biography, Interests, Reason for joining the Board

- **Background Checks:** which refers to the Effingham County Sheriff's Office Criminal Background check and a Credit Check.  
For the Board Treasurer, a Criminal Background Check. For the Board Chair as co-signer, a Criminal Background Check. NOTE: Sandra Hendrix has agreed to be the new Board Treasurer.  
For Clinic Volunteers, a Criminal Background Check.  
For anyone else with access to funds, a Criminal Background Check.
- **Review of Financial Controls Policies & Procedures Manual:** Board Members will be given the manual to review and to vote on at the next meeting on December 11, 2024.
- **Discussion of what should be posted on the new Board Portal using Word Press. To be constructed by Amber and Kerry:**  
Meeting Minutes  
Board member's head shot with a brief information form taken from member's CV  
Talking Points

### Interns

- Fall Intern Matt, GSU MPH, lives in Atlanta so will be remote with occasional clinic time. He will be updating missing information in EMR charts and in some of the intake forms as well, such as "marital status." Also he will be helping to develop workflow for different positions which will be in the packet for new volunteers, thus enabling people to jump into positions.

### Grants/Fundraising

- **Kaiser Permanente-Maven Project:** Done. Received \$5000.
- **Georgia Baptist Healthcare Ministry Foundation:** Applied for \$23,500. Members visited the clinic to film clinic videos. Some will be shown at the Volunteer Banquet and then all will be widely posted.
- **GCCN:** Received \$8100. Report submitted to them.
- **Walmart:** Received \$1000 in July. Reapplied at several locations. Received \$500 grant.
- **Women United:** Funds still available to provide transportation assistance.
- **Mutual of America:** Collaborative award. No response yet; chances unknown.
- **Golden Pear:** Not a specific amount. Will hear in December.
- **Possible December Fundraiser with Mars Theater.** Nothing heard at this time.

### Other Progress

- Patient referrals to Effingham Eye Care continue to go well.

- There have been a few referrals to Dentistry at Towne Center. A meeting will be set up with the Dental practice to find out how they are doing with TRHC patients and to ask the office to send us follow-up information about who was seen. Need to discuss more in depth the dental needs of patients.
- Legacy Link intern: She is still inconsistent so far due in part to transportation issues, but she has been very helpful.
- Stephanie is working on re-certifications.
- Stephanie and Amber are working on the Policy and Procedure Manual as well as organizing the clinic.
- Lions Club: Is working as a screening organization for those needing glasses/hearing aids.
- Website update: Areas have been added for volunteer and the Board, but the Board area has no content yet. Using the volunteers area for sign ups.
- Amber attended the NAFC National Conference in Atlanta at the end of September. Amber noted that "Chief fire fighter vs chief story teller" was an important learning "take away" from the conference.
- The Clinic had a Covid vaccine event in October 24. Walgreens will have a Flu event on November 14.
- The amounts for financial benefits received by patients were reviewed. It was noted that some amounts are estimates.

### **Other Items**

- Amber noted she needs to meet with Elaine from Family Connection to address mental health concerns. We would like to do outreach in places like Clyo and Meldrim.

### **Ongoing Collaborative Partners:**

- Amber called attention to the clinic's 18 current collaborative partners.

### **Medical Director Clinic Report** (Including Staffing Updates)

- Susan Harrison reviewed the Monthly Clinic Summaries for August and September 2024. She noted that for the first time the clinic saw more than 100 patients over those two months. There is an increasing need for a Pulmonary specialist to see our referral patients. Currently the clinic is charged \$400 per referral patient. Susan will talk to Dr. Maria Mascolo to see if she would agree to seeing our pulmonary patients.
- Staffing Update: Susan noted that Dr. Fran Decker will remain active in the clinic until the end of August 2025. Susan Harrison and Virginia Clary will continue to volunteer in the clinic

through 2025. Dr. Decker talked to Dr. Jack Heneisen about returning to volunteer in the clinic after she leaves, and he said he will talk to us in the spring about helping out in the clinic.

### **Old/Current Business**

- The TRHC Volunteer Banquet is tomorrow. Volunteer helpers should arrive at 4:30.
- The Strategic Plan Fundraising Committee will need a new member when Virginia Clary leaves the Board of Directors.
- Springfield Fall Festival is November 9. The schedule was passed around so volunteers can sign up for one of the two-hour time slots to work at the clinic booth.
- Lions Club Christmas Parade will be November 30. The clinic will try to find a special car or truck that can be decorated for the parade. On the same day there will be an event at Patriot's Park and the clinic can put its handouts at the Lions Club booth.
- February Annual Meeting/New board member training will be an extended board meeting to cover everything to be accomplished.

### **New Business**

- VOTE – Background checks for future non-licensed clinical volunteers to begin in January 2025. The motion was moved by Kerry Freeman and seconded by Chris Love and was unanimously approved by those members present.
- VOTE – Background check for Treasurer and Board Chair. The motion was moved by Kerry Freeman and seconded by Chris Love and was unanimously approved by those members present.
- VOTE - Proposed 2025 Budget. The motion was moved by Fran Decker and seconded by Harriet Snooks and was unanimously approved by those members present.
- Sending Clinic Holiday Cards was discussed. It was decided that each of us will take a group of cards to send to our personal contacts.
- Should we approach County Commissioners for money? It was noted that we would need to show that the community-at-large must benefit.
- Review/Revise the Financial Policies and Procedures Manual. It was decided that the Board and the Executive Committee will review the manual and changes will be voted upon at the December meeting.

The next TRHC Board Meeting will be on Wednesday, December 11, at 4:00 pm.

There being no further business, the meeting was adjourned at 5:15 pm.

Respectfully submitted,  
Christina Love, Secretary

### Banking Summary - Oct 2024

10/1/2024 through 10/31/2024

Category 10/1/2024-10/31/2024

#### INCOME

Business Contribution	500.00
* Church Donation	330.00
* Individual Donation	100,000.00
* UW Designated Funds	1,000.00
<b>TOTAL INCOME</b>	<b>101,830.00</b>

#### EXPENSES

* Advertising (Business)	220.00
* Clinic Supplies	439.28
* Insurance (Business)	287.90
* Misc. Expense (Business)	671.56
* Net Salary	
Payroll Fee Gusto	58.00
<b>TOTAL Net Salary</b>	<b>58.00</b>
* Rent	550.00
* Salary	3,811.51
* Specialty Fees	321.50
* Tax Payroll	656.91
<b>TOTAL EXPENSES</b>	<b>7,016.66</b>

**OVERALL TOTAL 94,813.34**

beg. 7044.57  
end. 101,857.91

### Banking Summary - Nov 2024

11/1/2024 through 11/30/2024

Category 11/1/2024-11/30/2024

#### INCOME

Church Donation	330.00
GCCN grant	2,747.46
Individual Donation	767.90
UW Designated Funds	1,000.00
Walmart Community Grant	3,000.00
<b>TOTAL INCOME</b>	<b>7,845.36</b>

#### EXPENSES

Advertising (Business)	792.94
Clinic Supplies	203.11
dues and membership	442.50
Insurance (Business)	135.61
Misc. Expense (Business)	1,685.41
Net Salary	
Payroll Fee Gusto	58.00
<b>TOTAL Net Salary</b>	<b>58.00</b>
Professional Fees	267.95
Rent	550.00
Salary	3,937.85
Specialty Fees	981.00
Tax Payroll	690.94
<b>TOTAL EXPENSES</b>	<b>9,745.31</b>

**OVERALL TOTAL** **-1,899.95**

*Shirts banquet speaker/cast, vacat cards*

*beg 101,857.9,  
end 99,957.95*



**2024 TRHC Operating Budget**  
 Board Approved Jan 2024

Income		Received/ spent	
Individuals	6,000	Unrestricted	105306
GCCN Grant	6,300	Restricted	8466.04
UWCE Grant	16,800	Restricted	12000
Businesses, Clubs, Churches	21,000	Unrestricted	6991.77
Foundations	37,500	Restricted	22500
Other Misc/Grants	7,000	Restricted/Unrestricted	6656
In Kind donations (equipment, e	1,786	Unrestricted	1991.52
In kind clinic volunteer hours val	35,028	N/A	46310
SUB TOTAL	131,414		210222
<b>Expenses</b>			
<b>Administrative</b>			
Dues (State, National, GCCN Mgt, Affiliations)	1,068		2167.6
Insurance (Brd & Office Liability)	2,288		1254.53
Adm Office Rent	7,200		5850
Non-Medical Off. Supplies	1,600		21.06
Postage	300		37.51
Payroll, Prog Accounting, CPA	730		638
Meetings, Conferences, Training	1,700		923
Advertising	2,000		2032.23
Miscellaneous business	500		2687.94
SUB TOTAL	17,386		15611.9
<b>Payroll</b>			
Nurse Practitioner	18,200	PFL/UW/Grants	
Employer SS/Med Tax NP	1,820		
Ex Director	26,520	PFL/UW/Grants	
Employer SS/Med Tax Ex Dir	2,652		
P & V Coord	20,280	PFL/UW/GCCN	

liability and general insurance  
 Walmart 3000  
 Kaiser - Perm and Georgia Baptist  
 NAFC conference  
 shirts(673)+speaker (731.54)+banquet cost (440.02)+rack/Christ

Employer SS/Med Tax P & V	2,028		
Salary Subtotal	65,000		39842.9
Tax Subtotal	6,500		6964.77
<b>Grand SUB TOTAL</b>	<b>71,500</b>		<b>46807.7</b>
<b>Clinic/Patient Expenses</b>			
Labs	1,000		277.31
X-rays	1,500		
Referrals to Specialists	3,500		4684.9
Medications	500		
Clinic Supplies	1,000		1985.96
Volunteer hours expended	35,028		46310
Women United transportation as	1,000		125
special item - MAVEN Project su	2,750		5000
<b>SUB TOTAL</b>	<b>46,278</b>		<b>58383.2</b>
<b>GRAND TOTAL</b>	<b>135,164</b>		<b>120803</b>

includes \$1030 for underpayment in 2023

**Two Rivers Health Clinic  
Executive Director Report  
December 11, 2024**

Tasks completed:

1. Stats (October and November, 2024)
    - i. Total followers - 581
    - ii. New Likes - 19
      1. Total Page visits - 706 (1294-2022)
    - iii. Page reach (number of people who saw page content) – (approximate)
      1. 4400
    - iv. Most popular posts
      1. Reach - 2440 - 10/21/2024 - Volunteer banquet pictures
      2. **Clinic updates**
  - b. 4 clinics per month, have planned for 2025 schedule to essentially to have a clinic every week, other than holiday weeks
    - i. Still seeing new people at almost every clinic
    - ii. Still using sign-up genius for schedule
      1. Would like for people to have “their day”
  - c. Labcorp - no issues
  - d. volunteers
    - i. 2 potential new nursing volunteers - but haven’t really signed up for days
    - ii. Another nurse to come to see if she is interested in volunteering in January
    - iii. Ginny will drop to 1 clinic per month (2nd Thursday)
    - iv. Need physician by Spring
  - e. GROW Initiative Georgia
    - i. Using our space for
      - a. At our office every Thursday
        - i. Case management
        - ii. Applying for benefits
        - iii. Translation services
        - iv. Possible nutrition class starting after first of the year
  - f. Had 2 Covid vaccine clinic and 1 Flu vaccine clinic - around 10 people came
    - i. Core would like to do another Covid clinic in January
2. Interns
  - a. Fall 2024 interns
    - i. Matt - GSU MPH - unfortunately had to discontinue due to other obligations
    - ii. Have DPH student lined up for spring - will be hybrid
    - iii. Interview planned with Summer MPH intern - pending interview - would be hybrid

GRANTS/Fundraising

3. Kaiser Permanente - Maven Project - Done
  - a. Applied for new round of funding

**Two Rivers Health Clinic  
Executive Director Report  
December 11, 2024**

- i. Must focus on chronic illness
  - ii. Applied for around \$4500
    - 1. Would increase hours for NP
    - 2. Increase supplies for those with Diabetes and Hypertension
    - 3. Increase \$ for specialty providers
- 4. Georgia Baptist Healthcare Ministry Foundation
  - a. Conditionally awarded \$23,500
    - i. Did promotional videos
    - ii. Banquet on 2/20/2025 - Atlanta - lunchtime, Amber will be unable to attend.  
Can someone attend?
  - b. United Way Received 12,000 - get monthly payments through June 2025
    - i. THEY WILL NOT BE DOING REGULAR GRANT APPLICATION FOR FY25-26
      - 1. Founding agencies will have a review but will continue with funds, pending available funds
      - 2. UW is focusing on internal improvements
- 5. GCCN - Received \$8100
  - a. Reimbursable grant - get reimbursed for spending once we submit documentation for
- 6. Walmart changed platforms
  - a. Received \$1000 and \$2000 grants in November
  - b. Will continue to apply as each cycle opens up
- 7. Women United - still have funds available to provide transportation assistance. Have given out a total of 14 - \$15 gas cards, 1-\$25 gas card to date. Got \$1000 for FY 2023-2024
  - a.
- 8. Golden Pear - not a specific amount
  - a. Organizations apply and then AMfund (giving organization) decides how much/if to give.  
Will hear in early December
- 9. McKesson - \$10,000 - Food as medicine grant - unsure when will hear
  - a. Would help us to partner with GROW to do nutrition class, supplies and some additional
- 10. Donation from Dr. Decker - \$100,000. Need to contact Pride Philanthropy about investing
- 11. Possible recurring donation from Dr. Holtzclaw

**Other Progress**

- 1. Continuing to refer to Effingham Eye - Going well
- 2. Dentistry at Towne Center - Need to set up meeting to see how it's going and see about getting office to send follow up to us about who was seen
  - a. Need to discuss more in depth dental needs of patients
    - i. Possible grant opportunity
- 3. Legacy Link - paid 55+ intern
  - a. Working around 15 hours/week
- 4. Jeenie - signed up, have not needed to use yet
- 5. Stephanie finishing up recerts - many patient have brought information- which is good

**Two Rivers Health Clinic  
Executive Director Report  
December 11, 2024**

6. Stephanie and Amber working on policy and procedure manual as well as organizing clinic
7. Lions Club - working as screening org for those needing glasses/hearing aids
8. Website update
  - a. Have added areas for volunteers and board
    - i. Started using volunteers area for sign ups
    - ii. Need to add content for board area
    - iii. Need to continue to work on
9. Numbers for benefits received by patients (some are estimates):
  - a. Clinic visits - \$8148.41
  - b. Labs - \$2011.55
  - c. Specialty services - 1302.50
  - d. In house pharmacy - \$1120
  - e. Good Pill - tbd at end of year
  - f. Giving Health - \$2,922 (QT2, have not received 3 yet)
  - g. MedBank - TBD at end of year
  - h. Effingham Eye - \$2250
  - i. Medical Pantry - TBD at end of year

**Other items:**

1. Need to meet with Elaine from Family Connection to address mental health concerns
2. Effingham Family Connection got some funds to help the county - will likely use some funds to do 3 outreach events in rural areas of the county
3. Parade went well - NEED MORE CANDY!

**Ongoing Collaborative Partners:**

1. United Way
2. Georgia Charitable Care Network
3. National Association of Free and Charitable Clinics
4. Effingham Family Connection
5. Effingham Eye Care
6. Dentistry at Towne Park West
7. MedBank Foundation
8. Specialist Referral Sources
9. Effingham Magazine
10. Georgia Baptist Healthcare Ministry Foundation
11. Effingham Health system
12. Direct Relief
13. Ready 2 Connect
14. Lions Club
15. Labcorp
16. GROW Initiative GA

Monthly Summary

October 2024

Intake

New	Waiting	Processed	Total
5	0	5	5

Monthly Caseload

Current	Previous Year
106	70

Total Number of Clinics For the Month:

Clinic Date	W Up/urgent	New Patient	No Show	Schedules/C	Intake	TOTAL
Tuesday, October 1, 2024	4	1	0	1	1	6
Thursday, October 10, 2024	10	2	0	2	2	14
Tuesday, October 15, 2024	2	3	0	0	1	8
Thursday, October 24, 2024	11	0	0	2	0	13

41

Referrals

Number of Patients	Specialist Type	Name of Specialist	Need
2	Dental	Trach Durham	dental care
5	womens health	Effingham Health Department	Wellness visit
1	Ophthalmologist	Georgia Eye care	Vitreo-retinal disease
1	womens Health	Effingham Womens Health	Extended Heavy Menstrual bleeding
1	Podiatry	ankle and foot associates	Severe Onychomycosis
1	mental Health	Gateway	Anxiety/Depression
2	urgent care/telehealth	Giving Health	cold symptoms
5	vision	Effingham Eye Care	Eye exam
2	glasses	Medbank	glasses from eye exam

**Clinics**

Clinic Date	Dr.	NP/PA	RN	Receptionist	Dietician	Intake	Total Hrs	Value
10/3/2024	0	4	4	3	0	1	12	\$ 615.29
10/10/2024	3.5	4	3.5	6	0	2	19	\$ 1,147.08
10/15/2024	0	3.5	6.25	6	1	3	19.75	\$ 892.53
10/24/2024	3.5	4	3	3	0	0	13.5	\$ 982.84
Intern							37.5	\$ 1,123.13
7	15.5	16.75	18	1	6			

**Volunteer Hours**

Month	Total Hrs	Value
October	20	
<b>Total</b>		<b>\$ 4,760.87</b>

**Total patient encounters (visits, calls, emails, texts, refills, etc)**

Month	Total Contacts
October	94

**Intake Statistics**

Month	Intakes done	Intakes scheduled for appointment	Intakes lost to follow up	Intakes Did not qualify
October	8	5	5	1
<b>Total</b>				<b>2</b>

Monthly Summary

November 2024

Intake

New	Waiting	Processed	Total
4	0	4	4

Monthly Caseload

Current	Previous Year
110	70

Total Number of Clinics For the Month:

Clinic Date	low Up/urgent c	New Patient	No Show	Rescheduled/CXL	Intake	TOTAL
Tuesday, November 5, 2024	6	0	0	2	0	6
Thursday, November 14, 2024	7	1	1	5	1	3
Tuesday, November 19, 2024	4	1	1	0	1	6
Thursday, November 21, 2024	6	4	2	0	4	14

Referrals

Number of Patients	Specialist Type	Name of Specialist	Need
1	Neurology	East Georgia Neurology	periods of confusion
4	Eye Care	Effingham Eye Care	Eye Exam
1	dental	Tracy durham	cleaning/fillings
1	Ortho	Chatham Ortho	Carpal Tunnel
1	womens health	ECHD	women's health check up





# TRHC, Strategic Plan Goal 4: Fundraising

## Committee Meeting Notes

November 18, 2024

### In Attendance:

Perry Fruling, Holly Lang, LaMeisha Hunter Kelly, Ginny Clary, Vicki Renfro

Absent: Doug Lanier

### Discussion:

Reviewed the following strategies for Strategic Plan Goal 4 Objectives and tactics:

#### **1. Enroll senior leadership and board members to help identify and solicit potential donations.**

a. Senior leadership and board members are regularly tapped to support local donations via church, networks and business connections.

- Discussion included TRHC hosting a Business After Hours with the Chamber. LaMeisha suggested this as a process to reach other businesses and a way to spread the word/Public Relations and potential business to donate.
- Holly and LaMeisha emphasized the importance of identifying the monetary amount associated with a visit/procedure so donors will know what/where the donation funds are being used. Basically, show a "menu" so donors are aware of the cost of our needs. Indicate what \$20 covers, how much two office visits for a patient cost, three months of medication, cost etc.
- Showing TRHC vision would be helpful for the community.
- Pastor Perry suggested "Air Support" - addressed mail, social media versus "Ground Troops" - individual calls, emails
- Holly will pursue making visits with the County Commissioners meeting to determine if/how they can help TRHC

#### **2. Support recurring donations.**

a. Create a donor-development initiative that recognizes donors....including tiers of funding. Stratify this by individual and corporate donors.

- Christmas cards are being mailed out and/or delivered by board members to improve community involvement. This also helps to put a face with TRHC and promotes the opportunity to tell others of our needs.
- Offer current donors to sponsor an entire "Clinic Day" as a tax deductible investment

#### **3. Create a streamlined process for grant and funding applications**

a. Patient data and stories are collected and banded regularly and public health data are annually pulled.

- Future fundraising opportunities were discussed, many good ideas. Pastor Perry suggested TRHC plan for a 10 year plan as to where we desire to be and then

work backwards from there to obtain funds needed. We don't want to undersell/ask for too little.

- Ga Baptist video clips were great, continue doing some type of "Media Moments"

#### **4. Identify grant opportunities**

- a. Maintain a database that includes grants applied (decision, feedback, contact, date of application) and potential opportunities.
- Holly will check with Donna @ CCN about grants that are available
  - Determine what has already been achieved and/or completed for 2024

**Goal: Strengthen governance to ensure long-term success**

Priority	Tactics	Metrics	Who	By-when	Pa	Notes
#1. Ensure strong and consistent leadership for the clinic.	Create a Leadership Continuity Plan that addresses key areas of leadership, including succession planning for the Executive Director, Board Chair, and Medical Director.	Leadership Continuity Plan created	Board chair with board input (or an executive committee of the board)	October 2024 (for board approval)		Not yet addressed
#2. Equip board members with regularly-updated talking points.	Create a one-page talking points sheet that's updated every other month and includes the Clinic's history, key numbers, key needs, and patient stories to support board members' ability to talk about the Clinic in different settings.	One-page sheet is created	ED, medical director	Talking points template created by February 2024, updated monthly		achieved - Available on board password protected areas of website. Need to promote more
<b>Governance:</b>						
	Revisit meeting cadence, dates, and attendance	All points above	Board of directors	June-24		Achieved through board survey
	Require a recommendation statement from board members that reinforces their membership.	All points above checked	Board of directors	June-24		Achieved - Vicki instituted beginning of 2024
	Build a password-protected board portal on the website where all board materials are kept and accessible at any time	All points above checked	Board of directors	June-24		Partially achieved - need to add more content but webpage exists
	Require annual giving for all board members (financial or in-kind).	All points above checked	Board of directors	June-24		part of annual commitment form. Survey asked about,

**#3. Continue to build a strong, engaged Board of Directors.**

Conduct annual board training to reinforce best practices, including those related to financial oversight, inclusive practices, facilitated goal-setting, organizational responsibility, board self-evaluation, effective communication, and engaged decision-making.	All points above checked	Board of directors	June-24	Not met - plans to address at February annual meeting
<b>Growth:</b>				
Identify any areas of knowledge that may be missing from the current Board now and brainstorm on potential members.	All points above checked	Board of directors	June-24	Achieved through board survey
Ensure the full community is adequately represented on the board.	All points above checked	Board of directors	June-24	ongoing

**Two Rivers Health Clinic**  
**Board Committee Descriptions**

**Committee 1: Patient Access**

**Description: Primarily responsible for ensuring patients have access to existing services, efforts are made to expand services when needed and staff/board are equipped to provide services and board is equipped to facilitate relationships in the community for the ongoing efforts of recruit and steward appropriate volunteers.**

**Tasks/Priorities:**

- #1. Expand the days and/or hours that the Clinic is open and serving patients, based upon patient input and demand.
- #2. Ensure access to needed specialty services for patients.
- #3. Increase utilization of services among traditionally underserved populations.
- #4. Expand health promotion programming.
- #5. Provide required and appropriate training to ensure paid staff and professional volunteers are equipped with the knowledge and skills needed to deliver safe, quality care and service.
- #6. Expand dental services to better address community dental needs.
- #7. Support the Clinic's volunteer program through expansion of the Board's role in recruiting and stewarding volunteers.
- #8. Support community-based efforts to boost transportation options within the community.

**Appropriate members: Board officer, Executive Director, clinic staff, other board members**

**Committee 2: Community Partnerships**

**Description: Actively build partnerships within the community to promote visibility of organizations as a whole at the local, county and state and national levels. Ensures partnerships are maintained and established that facilitates delivery of clinic services.**

**Tasks/Priorities**

- #1. Strengthen internal referral capacity.
- #2. Utilize social media, email campaigns, and the Clinic's website for engagement.
- #3. Build visibility of the Clinic at the county, state, and national levels to support fundraising and partnerships

**Appropriate members: Board officer, Executive Director or clinic staff, other board members, whoever is handling social media and digital outreach campaign, appropriate interns**

**Two Rivers Health Clinic**  
**Board Committee Descriptions**

**Committee 3: Governance and Growth**

**Description: Facilitates board engagement strategies to include board commitment, training and communication. Reviews processes related to governance of organization on a regular basis to identify gaps and maintain evidence-based organizational practices.**

**Tasks/Priorities**

- #1. Ensure strong and consistent leadership for the clinic.
- #2. Equip board members with regularly-updated talking points.
- #3. Continue to build a strong, engaged Board of Directors.

**Appropriate members: Board officer, Executive Committee, other board members, appropriate interns**

**Committee 4: Fundraising**

**Description: Helps to determine fundraising priorities and gaps. Facilitates fundraising strategies and helps engage the rest of the board, clinic staff and community in fundraising efforts. Ensures updates are made as needed to fundraising strategies based on organizational need.**

**Tasks/Priorities**

- #1. Determine our fundraising needs and numbers.
- #2. Enroll senior leadership and board members to help identify and solicit potential donations.
- #3. Support reoccurring donations.
- #4. Create a streamlined process for grant and funding applications.

**Appropriate members: Board officer, clinic staff, other board members, organization grant writer, appropriate interns (essentially all board members should be involved in fundraising efforts to some extent)**

**Notes:**

\*Priorities and Tasks are taken from the TRHC 2024, 2025, 2026 Strategic Plan. See plan for further details

\*\*Committees should meet every other month, ideally in the month that a board meeting is not held. Meeting can be in person or virtual

\*\*\*Each committee should have a committee lead who prepares minutes and gives updates at the regular scheduled general board meetings

\*\*\*\*other ad hoc committees may be determined by the board on an as needed basis