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Part I: GOVERNING STRUCTURE

Mission, vision statements and values

Chattanooga CARES was founded in 1986 and received their non-profit status in 1988. Located in Chattanooga Tennessee, their mission is to reach, assist and support people who have been impacted by HIV, Hepatitis C and STIs through compassionate and responsive delivery of education health, social and advocacy related services. This organization strives to treat every client with dignity and respect. Chattanooga CARES maintains a strict policy of confidentiality, and their staff treats every client with dignity and respect. They are the leader in providing resources for people in the Chattanooga area infected with or affected by HIV, and they continue to focus on prevention as the best tool for fighting HIV. Their vision was not stated in the interview nor was it on their website, however in the interview it was stated that they wish to expand to different communities.

There are currently five members of the board Daniel Ledo (board chair), Judy Field (board treasurer), Evie Baker, Christina Siciliano, Nigel Sullivan. It is the duty of the board members to oversee the activities that CARES puts together, along with periodically meeting and discussing and voting on the different affairs of the organization. In order to find other board members, the current members reach out to the community and speak to those who would seem interested in serving on the board. If they are interested, they fill out a board packet which is a

board application so that they are better informed about their responsibilities. The current board then views the board packet and votes them in if they think that they would be a good board member or not. This is usually a once a year process. Each board member serves a term of three years. Each board member selected is selected for a reason. CARES searches for individuals who are diverse and would bring a new perspective into their organization. They try to get those individuals with a diverse background; for example a finance background, marketing background, or a business background. This way their board members are familiar with all aspects of running a non profit. A lot of them have previous community experience with being on different boards.

Part II: MANAGEMENT PROCESSES

Organizational chart and staff access to leaders

The internal structure at Chattanooga CARES is very simple, there is an executive director who is in charge of all the departments. The executive director reports to the board and they direct the actions of the executive. It is the executive director's job to guide the vision of the board and relay it to the rest of the staff. It is also their job to be accountable to the board and help execute their overall purpose. The executive director is over seer of all other departments. There are directors over each department. There is the clinic, operational services (the admin), the support services (social services), the community outreach, the medical director, and then there are other directors who have staff under them. Each director does not have more authority or any less authority than Shannon Stephenon (the executive director). The doctor has a different situation since they are a contract worker and oversee the medical aspect of the organization.

Every single staff member at Chattanooga CARES has access to the organizational chart. If an employee needs to get ahold of their superior staff member they must follow the chain of

command. To do this the employee must go to the director of their own department and that person will go to the executive director. However if the employee for some reason feels uncomfortable they are able to go directly to human resources or the executive director. The executive director has an open door policy and employees are welcome to go directly to her.

Meetings, teamwork and knowledge management

There are several types of meetings within Chattanooga CARES. There are morning clinic meetings, this is a staff meeting that happens every morning to go over the patients that will be seen that day; Also for the staff meetings the goal is to make sure each department is on the same page. Then there is the typical department meetings, these happen once a week. For the departmental meetings the goal is to make sure the departments are on the same page. Prevention staff meets to go over the calendar of every month to see what outreach tasks will be done. Every quarter there are all staff meetings.

Then there are a few committees that have been started including a hispanic outreach committee; this committee is to see what can be done for the stakeholders to better reach out to the hispanic community. American outreach committee; this committee is in place to see how to reach out to the american community. These committees meet every month or every other month. Committee meetings are to figure out how to better reach out to the communities. The CAB: Consumer Advisory Board; consumers are clients of CARES which vote members in and whatnot. CAB is to get feedback from consumers themselves, to get their perspective on ideas that they can provide input. This is to better get consumer input in client services and day to day tasks. CARES also tries to attend community events such as chamber of commerce and community trainings so they are able to network and let others know that CARES is there. Medical adherence meetings are there to help reach those who are difficult to treat. Those who

lead the meetings varies but directors lead staff meetings. For the CAB meetings the president of the CAB leads. Medical adherence meeting are done by melissa loper. For each meeting if there is time an agenda will be created, the minutes are taken at every meeting and they are handed out for the next meeting. In terms of teamwork it is based on department, however there is not much that needs to be done to promote team work since the staff are all very supportive and teamwork naturally happens. They promote staff retreats and staff developments. There was a third party company that went into CARES and conducted a personality test so they can better understand the ways they communicate. They have found (because of this third party) most of the members of staff are supportive of each other. Because of the involvement of the third party Chattanooga CARES are also working on reestablishing core values; however they did not specify on the values they will be changing we will have to wait and see what they decide to do.

Planning

The long term plan is to move into new building space, this will be a year to about a two year process. They will also be expanding all of hepatitis c treatments. Also doing more work in the rural areas by using a mobile vehicle that is being redone, this will allow them to reach out to those they haven't been able to. They wish to increase the capabilities in working in the rural communities. Focusing on the services and making sure that they continue to work well while they expand their services at the same time. The interviewee did not specify a SMART goal nor did they specify a three year plan. In short term objectives they will do little things to work towards the long term goals. Putting proper checks to make sure everything is in place. There was a staff turnover about a year ago and they want to make sure that everything is working smoothly before they continue with the new goals.

Part III: RELATIONSHIPS

Stakeholder engagement

Chattanooga CARES has several different stake holders. Chattanooga CARES two primary committees were the original stake holders in the company. These committees then partnered with Chattary in order to support African American HIV awareness month. Private donors are also used to fund this organization. A fundraising campaign known as “The Walk” draws in several donors. These donors primarily include the older generation of LGBT. CARES is currently partnering with news and radio stations as well as Chattanooga Times to gain more awareness. They also partner with magazines to gain more publicity to reach the younger generations. As well as private donors, Chattanooga CARES receives federal grants to fund their programs.

Needs of the main stakeholders

Chattanooga CARES strives to reach the population of the older LGBT community. Because they cater primarily to the older generation, they have a difficult time reaching out to the younger community. They are making efforts to “revamp” their old programs in order to cater to the needs of the young people. Opportunities for stakeholders of all ages are in place to give voice to their opinions. The organization wishes that the stakeholders would be more involved and have their opinions stated. In this way, they cater to all peoples needs.

Consultations with major stakeholders

Several council meetings are held with various stakeholders. Meetings with the United Way of Nashville, TN are utilized to oversee grant application. Along with these meetings, several smaller committees meet to discuss concerns of the stakeholders. These committees do the needs assessments. They also do internal surveys for feedback and use their own consumer

advisory board but the counsel does a better and broader job that actually goes to the state for recommendations and things of that nature.

Communication and information dissemination with stakeholders

The primary form of communication is a monthly newsletter that gets mailed out along with a general public newsletter each month. These letters are emailed to the general public that have signed up for the newsletter as well as clients that wish to have this information shared with them. The newsletter is covers a broad selection of what the organization is currently involved in along with what specific support groups are offered and what services they are currently providing. There are also information pamphlets in the lobby of Chattanooga CARES. Text messaging, emails, and phone calls are also used to inform patients of upcoming appointments and reminders. Social media also a source of information. Chattanooga CARES also attends regional council meetings to inform people of what they are doing in the community. Press releases are also used whenever there is a major development in the organization.

Part IV:

SWOT Brainstorm-Analysis:

Topic	Strengths:	Weaknesses
Internal	<ul style="list-style-type: none">• The organizational chart of the agency is well organized.• The agency holds a wide variety of meetings with its clients' needs in mind (i.e. hispanic outreach, etc.)• The organization appears to have a strong, well-working team, and engages in activities to improve their teamwork and understanding of the employees.• The agency has a strong background in communication and information dissemination. They provide many	<ul style="list-style-type: none">• The closed-approach to finding new board members may limit the board from the advantage of others in the community.• From the information provided, it is not clear that the agency has long-term (over 3 years) goals. Nor, has information been provided that show a specific plan with SMART Goals to make their vision happen.• The short-term goals are just as

	<p>services that allow for the spread of their agency's work.</p>	<p>vague and nonspecific as the long-term goals. Neither set of goals can be considered SMART Goals.</p> <ul style="list-style-type: none"> • The interview indicates that the agency believes its team is already well functioning and there is not much need to promote teamwork.
	Opportunities	Threats/Constraints
External	<ul style="list-style-type: none"> • Right now, CARES appears to be gaining sufficient funding from governmental grants and its stakeholders. • There is a large need base for CARES' current services. This large need base will allow for the future expansion and development of the agency. • There is no known major competition in the area that could jeopardize the CARES community. 	<ul style="list-style-type: none"> • Because the organization is a nonprofit agency, they rely heavily on government grants. If these grants were to be awarded to a different agency or if funding were to be cut-back, CARES would suffer. • CARES relies on its older, wealthy population for funding, but this is not a permanent source of income. • Should government policies change, CARES' main source of income and grants could be cut back or eliminated. This is especially ambiguous right now due to the change of federal power and policy that comes with it.

SWOT Action Plan

Topic	Strengths	Weaknesses
Opportunities	<p>Capitalize on these:</p> <ul style="list-style-type: none"> • Capitalize on the strong CARES community need base. • There is a large population that could benefit from the organization, CARES should continue to reach out to them. • CARES should make sure to fully 	<p>Improve these:</p> <ul style="list-style-type: none"> • Develop time specific, SMART goals to achieve the long-term and short term plans for the agency • Allow for the wider participation of the community in the board by opening up applications for the

	<p>capitalize on its seemingly well-functioning team. From the interview, it seems a team like the one the organization is blessed with is a rare one. Do not let it go to waste.</p>	<p>public instead of sending out applications by invitation only.</p>
Threats	<p>Monitor these:</p> <ul style="list-style-type: none"> • While a strong, functioning team is a strength, CARES should not forget to put policies and practices in place that ensure it will remain well functioning in the future. Does the agency have any back-up plan should the teamwork of the employees be compromised? • Monitor possible changes in government financial policy that could affect grants and other financial aspects of CARES. 	<p>Eliminate these:</p> <ul style="list-style-type: none"> • CARES should eliminate their vague goals and replace them with SMART goals. Without time-specific and detailed goals, the stakeholders might be hesitant to continue funding the program. • As a nonprofit, CARES should ensure a continual source of income that is not reliant on the generosity of others.

Part V: Summary

From the analysis, major highlights of the organization include its team members, the needs of the community, and its well structured leadership. These are all aspects of the agency that are a benefit and strength to its functioning. Areas of growth include the development of time-specific goals and putting policies in place to promote teamwork should the team be compromised. These are aspects of the agency that should be improved to promote the continual functioning of the organization.

The highlights of the organization are noteworthy because of its passion. The values of the CARES community are an asset to the organization and should be noted. The staff and team members work well together under the common goal of providing services to the specific

population. Another asset of the organization is that there is a great need for its services. This will work to keep CARES running for, hopefully, as long as the population needs it.

The areas of growth for the agency are noteworthy because they could cause some setbacks if they are not addressed. Without SMART goals, agency progress is neither measurable nor easily followed. Additionally, without specific goals, the main beneficiaries of the organization may be hesitant to contribute financial to its long-term plans. The second area of growth is the agency's team building strategies. In the interview, it was noted that the agency said that they did not really need to promote teamwork because the team already works well together. This could cause a potential conflict should the team stop functioning as well. That is why it is the suggestion of this paper that the organization be prepared with team building strategies and have team building policies put in place to prevent a decline in team functioning.

The main points in the SWOT brainstorm analysis include the agencies strengths such as a wide variety of services, a passionate team, an organized agency, and well distributed information. The main weaknesses from the analysis include a lack of long-term (over 3 years) goals, a lack of SMART goals, and a closed system for admitting board members. Opportunities evaluated in the analysis include room for expansion due to a large need base, a lack of other competitors to share resources with, and sufficient funding currently available. Threats and constraints include the possibility of a cutback in government funding and non permanent sources of funding for CARES.

The main points of the SWOT Action Plan include that the organization should capitalize on the wide CARES community, fully utilize their passionate staff, and capitalize on the great need for services in the community as a source of growth. CARES should improve on their goal formulation and access to board positions by the community as assessed in the action plan.

Threats to monitor and eliminate include a lack of team building strategies, changes in government funding, and a lack of a continual source of income.

The top recommended actions for the organization include:

- Developing long-term (over 3 years) goals
- Making their long-term and short term goals “SMART”
- Offering a wider opportunity for the community to become involved in the board by including applications to the community instead of by invitation only
- Develop a plan to build and strengthen teamwork should tensions arise among the organization