



**An Alliance for Community Health Improvement**

To promote the health and well-being of the community through assessment, planning and programming, **the Alliance for Community Health** in San Antonio and Bexar County and the Bexar County Community Health Collaborative are merging to form The Health Collaborative: **An Alliance for Community Health Improvement.**

This new not-for-profit brings together grassroots organizations, public health and the healthcare systems to maximize resources. Collectively, the new organization provides structure, governance, membership and funding to ensure a sustainable future for community health improvement. The merger will be effective January, 2005.

**A Merger of Two Strong Organizations**

<p><b>The Alliance for Community Health</b></p> <ul style="list-style-type: none"> <li>• A coalition of local organizations working to develop and implement a community health improvement plan for San Antonio and Bexar County.</li> <li>• Organized and facilitated by the San Antonio Metropolitan Health District.</li> <li>• Includes broad community participation, such as community clinics, non-profits, faith-based organizations, neighborhood associations, local foundations, hospital systems, school districts, universities, and the City of San Antonio.</li> <li>• Follows a nationally recognized strategic planning process called Mobilizing for Action Through Planning and Partnerships (MAPP).</li> <li>• Performs a series of community health assessments to guide strategic planning.</li> <li>• Relies on public health partners and community members as decision makers.</li> <li>• Addresses a variety of strategic health issues based on the recommendations of the Alliance members.</li> <li>• Creates ownership for public health issues within the community.</li> <li>• Participation open to any individual or organization interested.</li> </ul>	<p><b>The Health Collaborative</b></p> <ul style="list-style-type: none"> <li>• A collaboration among public and private health-related organizations working to assess and improve the health status of the residents in Bexar County.</li> <li>• Garner diverse and stable funding.</li> <li>• Has organizational and staffing infrastructure.</li> <li>• Has committed strategic and funding partners.</li> <li>• Demonstrates sustainability.</li> <li>• Benefits from senior executive community leadership.</li> <li>• Focuses resources on a small number of targeted issues.</li> <li>• Track record of accomplishments.</li> </ul>
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**Organizational Characteristics: Current vs. New**

	Current Alliance	Current Health Collaborative	New Health Collaborative: An Alliance for Community Health Improvement
<b>Mission</b>	A safe, healthy and educated community in which all individuals can achieve optimum physical, cultural, social, mental and spiritual health – today, tomorrow and en el futuro.	To improve the health status of the community through collaborative means.	An alliance for community health improvement to gain through collaborative means a safe and healthy community in which all individuals can achieve optimum physical, social and mental health – today, tomorrow and en el futuro.
<b>Structure</b>	Coalition	501(c)3	501(c)3
<b>Governance</b>	Consensus	Board of directors	Community Council, Advisory Council and Board of Directors.
<b>Membership</b>	Interested individuals/organizations	Interested individuals/organizations	Same
<b>Funding</b>	In-kind	Member dues, grants, corporate sponsorships and user fees.	All
<b>Assessments</b>	Completed one series of assessments: <ul style="list-style-type: none"> <li>• Local Public Health Status</li> <li>• Community Themes and Strengths</li> <li>• Forces of Change</li> <li>• Local Public Health System</li> </ul>	Completed two Community Health Assessments with Metro Health	All
<b>Strategic Initiatives</b>	<ul style="list-style-type: none"> <li>• Tracking Change</li> <li>• Healthy Lifestyles</li> <li>• Public Policy</li> <li>• Sense of Community</li> <li>• Access to Care</li> <li>• Safe Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Measuring health status</li> <li>• Fit City/Fit Schools</li> <li>• Youth Mental Health</li> </ul>	<ul style="list-style-type: none"> <li>• Tracking Change</li> <li>• Fit City/Fit Schools</li> <li>• Sense of Community</li> <li>• Public Policy</li> <li>• Access to Care</li> <li>• Safe Environment</li> <li>• Youth Mental Health</li> </ul>
<b>Staffing</b>	One FTE funded by and stationed at Metro Health, with technical assistance from the Center for Disease Control & National Association of City and County Health Organizations	One full-time executive director and contract staff for Fit City/Fit Schools and business support.	<ul style="list-style-type: none"> <li>• 3 FTEs (executive director, associate executive director and administrative assistant) and contract staff for Fit City/Fit Schools and business support.</li> <li>• Technical assistance from CDC and NACCHO</li> </ul>
<b>Implementation</b>	Preliminary stages	<p><b>Fit City/Fit Schools</b></p> <ul style="list-style-type: none"> <li>• Walk San Antonio</li> <li>• Healthy Vending</li> <li>• Body Mass Index</li> <li>• Fit Schools policies</li> <li>• Corporate Wellness</li> </ul> <p><b>Youth Mental Health Council</b></p> <ul style="list-style-type: none"> <li>• Community awareness</li> <li>• Professional networking</li> </ul> <p><b>Communication vehicles</b></p> <ul style="list-style-type: none"> <li>• Fit City newsletter</li> <li>• Health Collaborative newsletter</li> <li>• Fit City Monthly Messages</li> <li>• Proactive public relations</li> </ul>	Tactics relating to each Strategic Initiative that builds on new opportunities and the work done to date.
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Quarterly process evaluation</li> <li>• Quarterly reports to CDC &amp; NACCHO</li> <li>• Biannual in-person meetings with CDC &amp; NACCHO</li> <li>• Constant monitoring of committee progress and participation</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Walk San Antonio outcomes reports</li> <li>• Quarterly media publicity value reports</li> <li>• Program updates to board</li> <li>• Annual board strategic planning</li> </ul>	All, plus Community Council and Advisory Council meetings.



*“The opportunities that accompany this merger and their benefits will assure our community’s health and well-being in the future.”*

— Dr. <First Name> Guerra, <Title>

## Combining Efforts

**Builds on Strengths** – Takes progress of each organization to a higher level.

**Increases Effectiveness & Decreases Duplication** – Eliminates confusion among stakeholders by combining similar efforts with mutual goals.

**Uses Resources Efficiently & Streamlines Efforts** – Integrates all community health assessments, governance, and staffing.

**Enhances Sustainability & Increases Synergy** – Strengthens ability to secure resources, and channels grassroots energy into decision-making.

**Focuses on Outcomes** – Provides an implementation vehicle for important community health initiatives.

“The single most compelling reason to merge nonprofits or to consider developing an alliance is to tap into complementary strengths.”

– Thomas A. McLaughlin, *Nonprofit Mergers and Alliances: A Strategic Planning Guide*, 1998.

## Governance

Entity	Function	Members
<b>Community Council</b>	<ul style="list-style-type: none"> <li>Makes recommendations to Board of Directors.</li> <li>Advocates for and implements strategic initiatives as directed by Board of Directors.</li> <li>Elects Chair to serve on Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>Comprises interested parties and experts with technical knowledge on the strategic initiatives.</li> <li>Dues/contributions not required.</li> <li>Unlimited membership.</li> </ul>
<b>Advisory Council</b>	<ul style="list-style-type: none"> <li>Makes recommendations to Board of Directors.</li> <li>Advocates for, oversees and implements strategic initiatives and operations as directed by Board of Directors.</li> <li>Charged with community outreach, education and member recruitment.</li> <li>Elects Chair to serve on Board of Directors.</li> <li>Eligible for board seats after serving on Advisory Board for two years.</li> </ul>	<ul style="list-style-type: none"> <li>Comprises dues-paying members, including those who cycle off the Board of Directors.</li> <li>Includes interested parties and experts with technical knowledge on strategic initiatives.</li> <li>Unlimited membership.</li> </ul>
<b>Board of Directors</b>	<ul style="list-style-type: none"> <li>Establishes strategic plan.</li> <li>Sets policy.</li> <li>Oversees management and strategic plan implementation.</li> <li>Hires executive director.</li> <li>Elects Officers</li> </ul>	<ul style="list-style-type: none"> <li>Elected by Advisory Council.</li> <li>Must be dues-paying members.</li> <li>Comprises no fewer than 15 and no more than 17 members. Designated board seats:                             <ul style="list-style-type: none"> <li>Metro Health – 1</li> <li>Health systems – 4</li> <li>Other health organizations (hospitals, clinics, health plans, non-profits) – 4</li> <li>Community-based organizations – 4</li> <li>At-large (business, education, individuals, others) – 2</li> <li>Chair of Community Council – 1</li> <li>Chair of Advisory Council – 1</li> </ul> </li> </ul>
<b>Executive Committee</b>	<ul style="list-style-type: none"> <li>Performs business and fiduciary oversight</li> <li>Elects by Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>President</li> <li>Vice President</li> <li>Secretary/Treasurer</li> <li>Chair of Advisory Council</li> <li>Chair of Community Council</li> </ul>

## 2005 Executive Committee Positions

*President*  
**Theresa de la Haya**

*Vice President*  
**Baron Herdelin-Doherty**

*Secretary/Treasurer*  
**Raymond Wei**

*Chair of Community Council*  
**Ruth Stewart**

*Chair of Advisory Council*  
**Steve Blanchard**

## Management

*Executive Director*  
**Joan Miller**  
Strategic planning, fiduciary, resource development, board management, public image

*Associate Executive Director*  
**Kathy Shields**  
Program management, operations, special projects

*Administrative Assistant*  
**TBD**  
Clerical support functions

## 2005 Board of Directors

Board Seat Classification	No. of Seats	Member
Chair of Community Council	1	Ruth Stewart
Chair of Advisory Council	1	Steve Blanchard
Health District	1	San Antonio Metropolitan Health District
Health Systems	4	Baptist Health System CHRISTUS Santa Rosa Health Care Methodist Healthcare University Health System
Other Health Organizations (hospitals, clinics, health plans, non-profits)	4	Community First Health Plans Methodist Healthcare Ministries Southwest General Hospital OPEN
Community-Based Organizations	4	OPEN YMCA of Greater San Antonio OPEN OPEN
At-large (business, education, individuals, others)	2	OPEN OPEN

## Membership for Each Organization

<b>Alliance for Community Health in San Antonio and Bexar County</b>	Physicians Management Services
Alamo Area Council of Governments	Presa Real
Alamo Breast Cancer Foundation	SAMM Ministries
American Cancer Society	San Antonio
American Diabetes Association	Area Foundation
American Heart Association	San Antonio College
Any Baby Can	San Antonio Making Connections
Archdiocese of San Antonio	San Antonio Metropolitan Health District
Avance San Antonio	San Antonio Neighbors Together
Barrio Comprehensive Family Health Care Center	San Antonio Public Library
Cancer Therapy & Research Center	San Antonio Water Systems
Catholic Charities of San Antonio	South San ISD
Center for Health & Environmental Justice	Southwest Mental Health Center
Child Guidance Center	Texas Department of Health - Region 8
CHRISTUS Santa Rosa Health Care	United States Air Force
City Public Service	United Way of San Antonio & Bexar County
City of San Antonio	University Health System
City of San Antonio Environmental Services	University of Texas at San Antonio
City of San Antonio Emergency Medical Service	University of Texas Health Science Center at Houston, School of Public Health
Daughters of Charity San Antonio	University of Texas Health Science Center at San Antonio
Edgewood ISD	University of the Incarnate Word
Edwards Aquifer Authority	Veterinary Medical Association of Bexar County
El Centro del Barrio of San Antonio	VIA Metropolitan Transit
Family Service Association of San Antonio	Western Hills Christian Church
Greater San Antonio Chamber of Commerce	
Greater San Antonio Hospital Council, Inc.	<b>The Health Collaborative – Member Organizations</b>
The Health Collaborative	Baptist Health System
Jefferson Neighborhood Association	Bexar County Medical Society
Mental Health Association in Greater San Antonio	CHRISTUS Santa Rosa Health Care
Methodist Healthcare Ministries	Community First Health Plans
Methodist Healthcare System	Methodist Healthcare Ministries
Metropolitan Planning Organization	Methodist Healthcare System
Mission Road Development Center	San Antonio Metropolitan Health District
Mexican American Physicians Association	Southwest General Hospital
Our Lady of the Lake University	University Health System
Parent-Child, Inc.	YMCA of Greater San Antonio

## 2005 Timeline

### January 2005

Hold Kick Off for New Health Collaborative

### January – March 2005

Develop 2005 Work Plans for Strategic Initiatives

### April 2005

Hold Strategic Planning Session for Board of Directors, Community Council, Advisory Council, and Committee Chairpersons

### All of 2005

Ongoing Recruitment of New Members

### February – December 2005

Implement Work Plans



“I see a lot of benefits to the community with the merger between the Alliance and the Health Collaborative,” said Theresa de la Haya, president of the Health Collaborative. “It helps to bring a stronger voice to local health issues.”