



\*\*\*\*\*

TEXAS  
Health and Human  
Services

\*\*\*\*\*

# **Leveraging Resources from the Inside Out: The Benefits of Advisory Committees**

---

Presentation by the Texas Health and Human Services  
Office of Aging and Disability Resource Centers

# Who We Are



TEXAS  
Health and Human  
Services

Grant Coordinators with the Texas Health and Human Services (HHS) Office of Aging and Disability Resource Centers.

- Wendy Francik, Ph.D.
- Debbie Hall, M.A.
- Nicole Hawk, LMSW

# Session Objectives



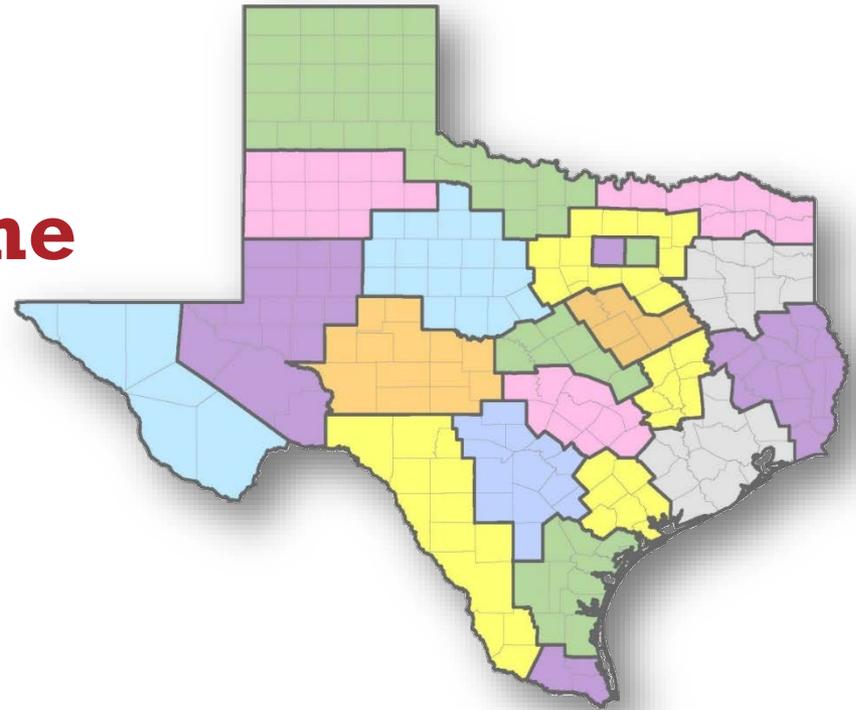
## Today's session will provide a better understanding of:

- The role of Aging and Disability Resource Centers (ADRCs) in Texas.
- The purpose and mandated tasks of ADRC and Texas Respite state advisory committees, and local ADRC advisory committees.
- Best practices for forming and sustaining effective advisory committees.

# Texas ADRCs

---

**22 Texas ADRCs  
serve all 254  
counties  
throughout the  
state.**

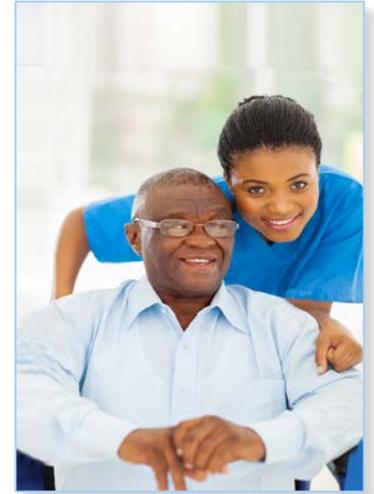


**TEXAS**  
Health and Human  
Services

# Role of ADRCs

## ADRCs:

- ❑ Support the Texas “No Wrong Door” System.
- ❑ Serve as key points of access to person-centered, long-term services and supports (LTSS).
- ❑ Provide specialized information, referrals, and assistance for all individuals and caregivers seeking LTSS.



# ADRCs Serve:

---

- Individuals who are older;
- Individuals with intellectual, developmental and/or physical disabilities;
- Individuals with chronic diseases;
- Family caregivers;
- Families with children who have special needs;
- Veterans; and
- Other individuals planning for future LTSS.



# Core Services Provided

---

- ❑ Specialized LTSS information, referrals, and assistance.
- ❑ Local Contact Agency functions.
- ❑ Housing Navigation activities.
- ❑ Referral to Respite Care services.
- ❑ Pilot programs and local initiatives that target underserved populations.



TEXAS  
Health and Human  
Services

# Stakeholders

**Given the size of Texas and the rich diversity of its population and communities, state and local providers solicit input from their partners and stakeholders regarding programs and services.**



**TEXAS**  
Health and Human  
Services

# Why Form an AC?

---

## **The primary purpose of an advisory committee (AC):**

*To solicit input from the public to address key issues of concern across the health and human services system.*

[40 Texas Administrative Code, Section 89.2]



TEXAS  
Health and Human  
Services

# Why Form an AC?

---

## In effect:

- ❑ ACs bring expertise and perspective to the work of the state agency and local organizations implementing HHS programs.
- ❑ Although ACs do not have decision-making authority, their input and recommendations can be valuable in ensuring quality services.



TEXAS  
Health and Human  
Services

# ADRC & Texas Respite ACs

---

## State Level :

- ADRC Advisory Committee
- Texas Respite Advisory Committee

## Local Level:

- ADRC Local Advisory Groups



TEXAS  
Health and Human  
Services

# Tasks of the ADRC AC

---

## To assist HHS to:

- Develop and implement the ADRC mission, vision, and values statements;
- Identify ADRC target populations and establish meaningful goals and objectives for those populations;
- Position ADRCs to engage in current and future initiatives; and
- Develop and implement a service delivery model supported by appropriate administrative and management information systems and resources.



# Tasks of the Texas Respite AC

---

## To assist HHS by:

- Identifying barriers and best practices for providing and coordinating respite services;
- Providing information about the respite needs of caregivers;
- Recommending methods to effectively expand the availability of affordable respite services using respite care program funds;
- Sharing resources and knowledge among community stakeholders to facilitate barrier free access for primary caregivers; and
- Educating the public on the need for community-based options for primary caregivers.



**TEXAS**  
Health and Human  
Services

# Local ADRC ACs:

---

- Assist in the development and implementation of quality ADRC programming.
- Should reflect the cultural, racial, age, and gender demographics of the local service area.
- Must include representatives from the Local Intellectual and Developmental Disability Authority, the local Area Agency on Aging, and the local HHS office.
- Must include representatives from service providers and other area stakeholders (e.g., managed care organizations, home health agencies, transportation providers, housing developers, and others).
- Must include individuals who represent all of the populations ADRCs target for services.



# AC Best Practices

---

Our experiences with the ADRC and Texas Respite ACs, and our research in this area have helped us to identify best practices for establishing an AC.



TEXAS  
Health and Human  
Services

# Establishing an AC:

---

When establishing an AC, it is important to determine:

- The scope within which the AC will operate.
- Which entities and populations should be represented based on the overall population in the service area and the services provided.
- The selection process to be used to identify AC members.
- The number of members to be selected and term limits.
- Formal Operating Procedures/Bylaws
- The structure of AC meetings.



TEXAS  
Health and Human  
Services

# Scope of the AC

---

Determining the scope within which the AC will operate:

- Helps define the organization's expectations for the AC.
- Provides AC members direction and focus.



TEXAS  
Health and Human  
Services

# Representation on the AC

---

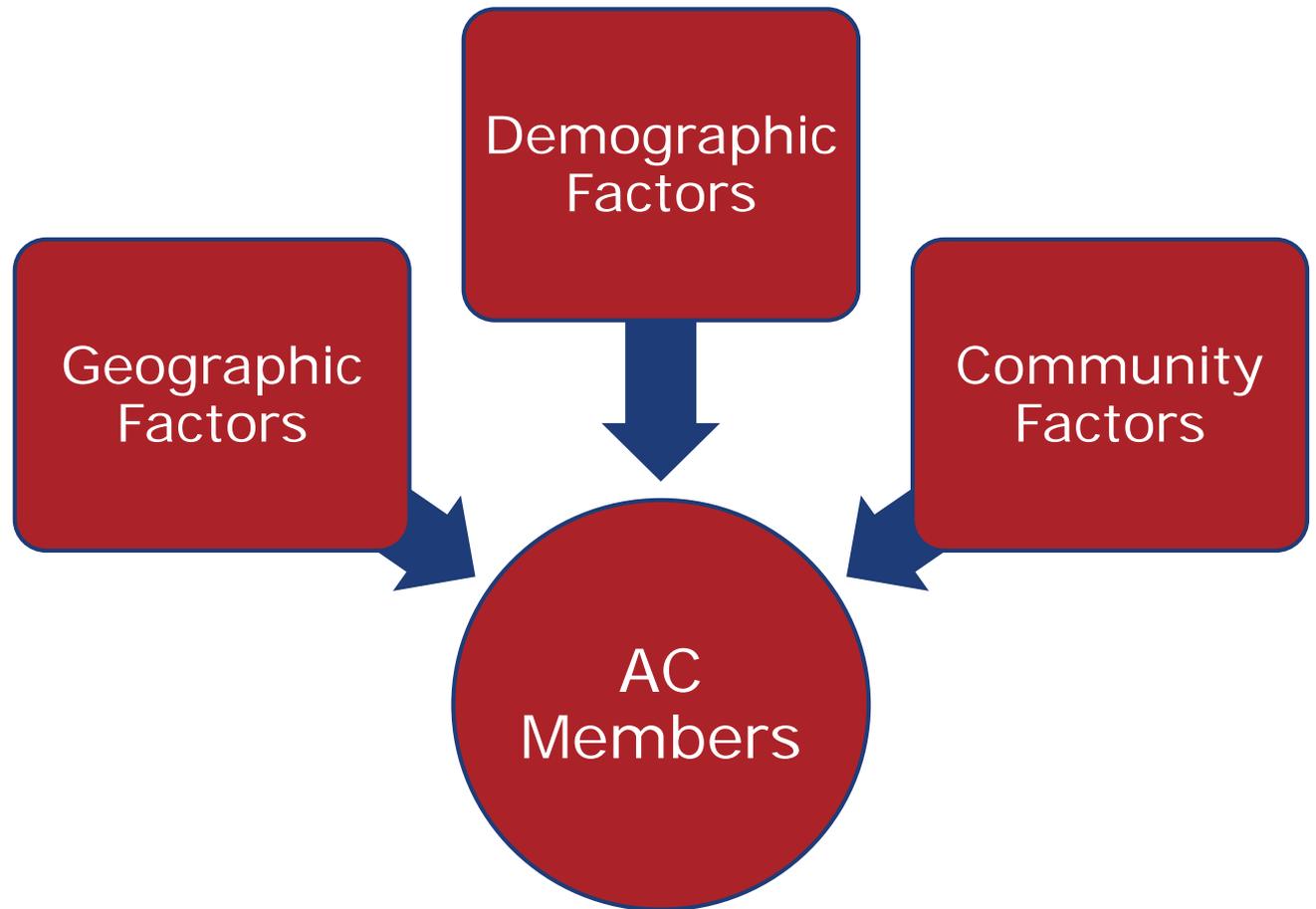
## When determining representation on the AC, consider:

- How can we ensure our AC effectively represents the overall population in the service area?
- Are you required to ensure certain entities and populations are represented?
- What skills and expertise would be helpful to have on the AC (e.g., program-specific, financial, legal, and other areas of expertise)?



# Diversity Considerations

---



TEXAS  
Health and Human  
Services

# Member Selection Process

---

**Committee composition should be based on state and local population characteristics and resources:**

- ❑ Conduct an environmental scan to determine service area demographics.
- ❑ Identify populations of individuals who may encounter barriers accessing services.
- ❑ Outreach individuals and organizations that can facilitate relationships with entities that assist underserved populations (e.g., cultural centers, refugee organizations, and other relevant organizations).



**TEXAS**  
Health and Human  
Services

# Member Selection Process

---

Develop a formal selection process that will enable the organization to:

- Identify the most appropriate representatives from required partner agencies;
- Vet potential members and assess how they can contribute to the overall effectiveness of the AC;
- Assess potential members' commitment to the organization and their willingness to actively participate in scheduled meetings and activities; and
- Document the criteria used to select AC members.



# ADRC & Texas Respite ACs

---

## **ADRC and Texas Respite ACs (HHS):**

HHS conducts formal application processes for the ADRC and Texas Respite ACs. Potential members must be approved by the Executive Commissioner.

## **Local Level (ADRCs):**

Each ADRC determines how it will select members for its AC.



TEXAS  
Health and Human  
Services

# Number of Members

---

When determining the number of members on the AC:

- ❑ Ensure your organization has the administrative capacity to effectively manage the committee so all members have input and meetings are productive.
- ❑ Best practice recommends 8-15 individuals; however, organizations may decide they would be better served with more or fewer members.



# AC Member Term Limits

---

Establishing term limits for members may:

- ❑ Help the AC remain viable and engaged.
- ❑ Encourage the infusion of new ideas and varied perspectives.
- ❑ Provide an opportunity for the organization to regularly assess the health and effectiveness of the AC.

*HOWEVER.....*



TEXAS  
Health and Human  
Services

# AC Member Term Limits

---

It may not be feasible to set term limits if, for example:

- There is a risk of losing valuable institutional knowledge.
- Doing so would impact the organization's important business relationships.
- The organization is in an area where resources are limited (e.g., some rural areas).



# Establishing Bylaws

---

It is best practice to develop and maintain written operating procedures (bylaws) to:

- Provide members a framework to guide them in conducting business.
- Define expectations for how members will perform their roles.
- Specify actions the organization may take if members do not meet expectations.



# Establishing Bylaws

Bylaws typically address the following topics, although an organization may choose to include other elements as well:

- Name of the advisory group.
- Purpose and areas of focus.
- Composition of the group and term limits.
- Selection process for group members.
- Selection of a chair and/or other functional designations (e.g., subcommittee leads).
- Processes for resignations and removal of group members, as well as replacements.
- Meeting structure and procedures.
- Filling vacancies for unexpired terms.



# Establishing Bylaws

---

- Organizations that have bylaws in place may consider engaging the AC in periodically reviewing the bylaws and making recommendations for improvement.
- Organizations that have not yet developed bylaws may consider collaborating with their ACs to develop bylaws.
- Both of these processes encourage team building and provide members a sense of ownership.



# AC Meetings

---

The following should be addressed when determining meeting structure and logistics:

- Meeting frequency
- Meeting notification method
- Meeting facilitation
- Topics of discussion
- Subcommittees
- New member orientation
- AC member attendance



# Meeting Frequency

Meeting frequency should be decided in conjunction with AC members. Factors that will affect this decision include:

- The number of members on the AC;
- The tasks the AC is working on; and
- The geographical size of the organization's service area.

Common timeframes include monthly, every other month, or quarterly meetings.



# Notification Method

---

Many organizations use **email** and perhaps their **websites** to publicize AC meetings, provide agendas and documents for review, and remind members of the next meeting date and time.

**HOWEVER...**

Some governmental organizations also are required to post meeting notifications with the **secretary of state** and **local county clerks**.



TEXAS  
Health and Human  
Services

# Meeting Facilitation

---

The AC's operating guidelines should detail how meetings will be facilitated. Best practice recommends:

- The AC appoint or elect a member to conduct the meetings (this person may or may not be the advisory chair); or
- The advisory chair conducts the meetings in conjunction with a staff person from the organization.



# Meeting Facilitation

---

The organization should consider all AC members' thoughts and recommendations, even when there is not unanimous agreement. Consider:

- How will you obtain feedback from your AC?
- How will you facilitate discussion so each group member is heard?
- How will you ensure members with dissenting opinions are given equal opportunity to express their thoughts?



# Meeting Facilitation

---

## Keep in mind:

- Your AC members were recruited because of their expertise, but they may not always agree on an issue.
- It is just as important to hear the concerns of those in the minority, as they may identify aspects that most need to be considered by the organization.



TEXAS  
Health and Human  
Services

# Topics of Discussion

---

Meeting content is typically driven by the needs of the organization and the defined scope of the AC.

- ❑ ACs often focus on programmatic and operational issues that help the organization improve services and expand capacity.
- ❑ Implementing new programming or expanding operations often requires more input and recommendations from the AC.
- ❑ Bringing in guest speakers and stakeholders can be a good way of educating new members and providing information the AC needs to make solid recommendations.



# AC Subcommittees

Subcommittees allow small groups of AC members to work on specific tasks and report back to the entire committee with their findings and recommendations.

This strategy:

- ❑ Enables the organization to leverage the expertise of different group members for various tasks;
- ❑ Allows the AC to address multiple areas of focus simultaneously;
- ❑ Maximizes the time spent in AC meetings; and
- ❑ Is typically used for special, time-limited activities.



# New Member Orientation

Members new to the AC should receive an orientation about the organization's programs and expectations for participation in the AC and should cover:

- The organization's mission, vision, and the populations it serves.
- The array of services provided by the organization.
- Partnerships already established with other entities and those the organization seeks to develop.
- The scope of the AC and member requirements.
- How information and advice from the AC assists the organization in developing, implementing and improving operations and program services.
- Clarification that the AC does not have decision-making authority, but is an integral part of helping the organization shape its programming.



**TEXAS**  
Health and Human  
Services

# Member Attendance

---

## Ideally, AC members:

- Support the organization's mission and want to contribute to its success.
- Were selected because they could provide valuable insight and knowledge to both the organization and individuals served by the organization.
- Understand a large part of their commitment is attendance at AC meetings and participation in the group's activities.



# Member Attendance

---

However, when members are unable to follow through on their commitment to the AC:

- ❑ The value they were intended to bring to the AC is lost or limited.
- ❑ Members who attend regularly may feel resentful that the absent member does not appear to take the meetings seriously.
- ❑ It may lead to an unintended consequence of other members questioning the importance of participation if the organization does not address the problem.



# Questions?

---



**TEXAS**  
Health and Human  
Services

# Resources

- ❑ MyCommittee.com - Implementing best practice. (n.d.). Retrieved September 07, 2016, from <http://www.mycommittee.com/BestPractice/Committees/Implementingbestpractice/tabid/246/Default.aspx>
- ❑ U.S. Department of Education website – Mentoring Resource Center Fact Sheet. Retrieved March 10, 2017, from <http://educationnorthwest.org/sites/default/files/factsheet21.pdf><http://educationnorthwest.org/sites/default/files/factsheet21.pdf>
- ❑ Association of Governing Boards – Term Limits. (2015). Retrieved December 23, 2016, from <http://agb.org/briefs/term-limits>
- ❑ Free Management Library – Guidelines to Form an Advisory Group. Retrieved March 9, 2017, from <http://managementhelp.org/boards/advisory-boards.htm>.
- ❑ Stengel Solutions – Ten Tips to Creating an Effective Advisory Board. Retrieved March 13, 2017 from <http://www.stengelsolutions.com/tips19.htm>.
- ❑ Energize Inc. – Advisory Volunteers. Retrieved March 20, 2017, from <https://www.energizeinc.com/art/advisory-volunteers>.





\*\*\*\*\*

**TEXAS**  
Health and Human  
Services

\*\*\*\*\*

# Thank you

---

**If you would like additional  
information, please email us at  
[ADRC@dads.state.tx.us](mailto:ADRC@dads.state.tx.us)**