This past year was unlike any other in the 20-year history of The Memorial Foundation: the first without our founding President J.D. Elliott.

A leading light in the bright constellation of Middle Tennessee nonprofits, J.D. has been missed by so many since his death in July 2015. But we take enormous comfort in what he has left us: a legacy of leadership. J.D. not only oversaw the scrupulous distribution of funds to hundreds of worthy nonprofit organizations over two decades, he also worked tirelessly to nurture leaders who could fulfill their missions.

All of us who worked with J.D. at The Memorial Foundation learned from him to stand in awe of the passion and vision that motivates so many to devote themselves to meeting unmet needs. We also learned that passion and vision are not enough to guarantee success in the nonprofit sphere. Success demands that leaders practice the fundamentals of good stewardship. It requires that they understand how to surround themselves with great people and allow them to thrive. And it insists on demonstrable proof that money raised is being used to advance missions.

This is why, in J.D.’s memory, The Memorial Foundation has established the J.D. Elliott Leadership Development Fund, to be administered by the Center for Nonprofit Management. J.D. was a humble man. Always leading by example, he let his actions speak for themselves. But we believe he would have approved of this fund. It represents a way to continue to let his actions speak. It will build upon his legacy by giving people filled with passion the skills and the wisdom necessary to turn vision into reality.

In 2015, The Memorial Foundation distributed grant funding to 223 results-oriented nonprofit organizations working to impact seniors, youth and children, access to quality health care, human and community services, and education. We fulfilled our mission to support work that betters our world. We will continue to do so, and are well-prepared for the task. We learned from the best.

SCOTT S. PERRY

PRESIDENT
Great Leaders Share Common Traits.

Among Middle Tennessee’s Exceptional Nonprofit Organizations, those who step forward to lead — whether executive directors, presidents, CEOs, or board members — are on fire for their missions. Their passion is contagious, igniting the same burning fervor in others to make a difference for those in need. They also are practical visionaries, able to translate their passion into concrete action that sparks real and sustainable change. And they have the talent, self-confidence and humility to lead from behind, surrounding themselves with great teams and giving them the freedom to thrive. Within these pages, we have profiled just a few of the extraordinary people who make mission meaningful every day. They lead by example. They lead by empowering others to do the same. And so they change lives for the better.
MARY BAKER became Monroe Harding’s President and CEO in 2011, marking the pivotal moment when a visionary executive and a visionary board of directors began to reimagine care for abused and abandoned youth and children. Armed with the courage to question, the organization’s leaders ruthlessly scrutinized its compliance-based approach, decided it was no longer effective, and created instead a therapeutic environment designed to help children and their families grow stronger and heal. Together, they have transformed the former orphanage into a model for breaking the vicious cycle of childhood trauma.

CHRIS: “We weren’t afraid to ask very tough questions. What is our purpose? Are we accomplishing it? If not, should we shift?”

MARY: “We took the approach that there was nothing wrong with these children. Something’s happened to them. Let’s figure out how to help them be stronger.”

CHRIS: “Mary’s fearlessness in adopting trauma-informed care changed everything.”

MARY: “I make it a point to hire people and recruit board members who are far smarter than I am.”

ABOUT MONROE HARDING
Established in 1893. Serves children and youth from birth to 26 who are or have been in state custody, and have been traumatized, abused or neglected. Offers a continuum of integrated trauma-informed services, including foster care, residential Cooperative Living, independent living apartments; and a community resource center.

ACCOMPLISHMENTS IN 2015
• 111 children placed into one of 48 foster homes; 6 children adopted, 37 children reunited with their birth families;
• 92 young men, ages 15-18, served in Cooperative Living group homes. Half returned to their families and the other half were either placed with foster families or successfully transitioned into independent living;
• 34 young adults either finished high school or attended college while in independent-living apartments.

To learn more, visit monroeharding.org
WE’RE VERY MISSIONAL.

THE NEXT DOOR

The original version of this work of art is called "Wild Group of Praying Women" and is centrally located in The Next Door’s chapel. It tells the story of the organization’s beginning when a group of women came together to pray about the needs of the community. This led to the founding of The Next Door.

WOMEN AND THEIR FAMILIES.

THAT’S WHAT WE’RE ALL ABOUT.

LINDA LEATHERS, CEO OF THE NEXT DOOR
ABOUT THE NEXT DOOR

Established in 2003. Provides a continuum of Christ-centered compassionate care that encompasses evidence-based services for women and their families impacted by addiction, mental illness, and/or incarceration. Services include medically monitored detoxification, residential treatment, partial hospitalization, intensive outpatient services, and aftercare.

ACCOMPLISHMENTS IN 2015

• Served 867 women and provided family enrichment services to 257 families;
• Kept the rate of women returning to prison for those who stay at least 3 months at The Next Door to 20%, compared with the statewide average of 44%;
• Helped 81% of residents find employment within 25 days of admission.

To learn more, visit thenextdoor.org

THE NEXT DOOR was founded by “a wild group of praying women” who quickly learned to mold their passion into mission on behalf of women in crisis. So says Linda Leathers, its first and only CEO. She surrounds herself with strong board members driven to combine the best of evidence-based treatment with Christ-centered compassionate care to transform the lives of women battling addictions.

MARK: “Linda knows how to break passion down into actionable steps and get things done.”

LINDA: “This is truly a calling. We’re living out what we were created to do.”

MARK: “Our board leadership always seems to be appropriate for whatever steps The Next Door needs to take.”

LINDA: “Strong leaders realize it’s not all up to them. If I passed away today, The Next Door would carry on. Its best days are ahead.”

LEADING INTO TRANSFORMATION

THE NEXT DOOR

LINDA LEATHERS CEO

MARK SMITH BOARD CHAIR

WHEN YOU COMBINE EVIDENCE-BASED SERVICES WITH COMPASSIONATE PEOPLE IN A CHRIST-CENTERED ENVIRONMENT, LIVES AND COMMUNITIES CAN BE TRANSFORMED.

LINDA LEATHERS
DR. MORGAN WILLS, PRESIDENT AND CEO OF SILOAM FAMILY HEALTH CENTER

WE ARE MUCH MORE INVESTED IN HEALING THAN IN HEALTHCARE.

SILOAM FAMILY HEALTH CENTER

The organization’s service map, prominently featured within its clinic, pinpoints more than 80 different countries from which Siloam’s patients immigrated to the United States.
ABOUT SILOAM FAMILY HEALTH CENTER
Established in 1991. Provides faith-based, comprehensive health care services at minimal cost to the uninsured, including many of Nashville’s immigrants and refugees. Offers primary care and access to a network of area specialists, hospitals and diagnostic centers. Operates a Prescription Drug Assistance Program that helps keep prescriptions affordable.

ACCOMPLISHMENTS IN 2015
• Saw more than 5,000 uninsured patients, and provided more than 20,000 medical, behavioral health, pastoral care, and social work visits; • Cared for a patient population that is nearly 90% foreign born, hailing from more than 80 homelands and speaking more than 70 different languages. • Provided over 13,500 hours of service from more than 400 volunteer physicians, nurses, physical therapists, interpreters, and others.

To learn more, visit siloamhealth.org

The founders of SILOAM FAMILY HEALTH CENTER were determined to give good medical care to poor people living within sight of the church where they worshipped. Today’s leaders have retained that same burning desire to heal — but have moved Siloam’s sightline to encompass the entire world. Operating out of a busy clinic in Nashville’s Melrose neighborhood, they have expanded Siloam’s circle of compassion to include immigrants and refugees seeking to make Nashville home. No one is ever turned away due to his or her inability to pay.

MORGAN: “We are catalyzing the flourishing of a whole new Nashville by helping our newest arrivals stay healthy and feel welcomed.”

TIM: “We have a vision for the whole person, not just their blood pressure.”

MORGAN: “Healthcare is the tool. God’s love is the driving force.”

TIM: “Our transitions have not happened in a time of crisis. They’ve happened when we were strong.”

LEADING INTO CARE
THE SILOAM FAMILY HEALTH CENTER

DR. MORGAN WILLS
PRESIDENT AND CEO
DR. TIM JONES
CHAIRMAN OF THE BOARD

WE WILL STICK WITH OUR PATIENTS AS LONG AS IT TAKES TO GET THEM WHAT THEY NEED.

DR. MORGAN WILLS

MAIN PHOTO President and CEO Dr. Morgan Wills works closely with volunteer Kathleen Donofrio, registered nurse, to treat Siloam’s patients in body, mind and spirit.
ABOVE LEFT Dr. Wills and Board Chairman Dr. Tim Jones at the center.
ABOVE RIGHT A family waits to be seen by the doctors at the center.
LEADERSHIP KNOWS HOW TO ATTRACT THE RIGHT PEOPLE, AND GET OUT OF THEIR WAY.

MERCEDES LYTEE, IMMEDIATE PAST BOARD PRESIDENT, FIFTYFORWARD

Seniors enjoy a domino game of “Chicken Foot” — one of the many activities that Fifty Forward offers to older adults in seven centers across the Greater Nashville area.
As 60 has become the new 50 and 80 has become the new 70, FiftyForward has become synonymous with adapting to the evolving needs and expectations of today’s booming demographic of older adults. Keenly aware that respect for them is FiftyForward’s cornerstone, the leaders of the organization’s staff and board have evolved their approach over the years so as to cater to an extremely wide spectrum of ages and abilities. This has resulted in wide-ranging programs — from exercise classes to financial planning seminars to at-home visits. Always, FiftyForward allows older adults themselves to determine what “older” means, and meets them wherever they want to be.

JANET: “Our board really cares about the staff and vice versa. And everyone is devoted to our clients.”

MERCEDES: “It’s one thing to sit on a board. It’s quite another when the right expectations are set.”

JANET: “Mercedes is everything you want to see in a board member: passionate about the mission, connected in the community, and eager to enlist others.”

MERCEDES: “Janet’s entire focus is to do what’s best for older adults – whatever that may be.”

ABOUT FIFTYFORWARD
Established in 1956. Operates seven Middle Tennessee centers that enrich the lives of older adults through recreation, education, health promotions, and volunteer opportunities. Benefits more than 20,000 older adults and their families annually.

FIFTYFORWARD’S MADISON STATION LOCATION
ACCOMPLISHMENTS IN 2015
• Maintained accreditation by the National Institute of Senior Centers for its compliance with nine standards of center operations;
• Offered nearly 3,000 events and activities to more than 1,000 older adults;
• Provided a Living at Home Case Manager program that served homebound older adults, and gave consistent care to almost 75 people.

To learn more, visit fiftyforward.org
THE MEMORIAL FOUNDATION STAFF brings single-minded dedication and passion to the mission of bettering the lives of people in Middle Tennessee by supporting local nonprofits.

THE MEMORIAL FOUNDATION BOARD MEMBERS

ALFONZO ALEXANDER  
President  
NASBA CENTER FOR THE PUBLIC TRUST

FRANK M. BUMSTEAD  
Chairman  
FLOOD, BUMSTEAD, MCCREADY & MCCARTHY, INC.

VARINA F. BUNTIN  
Community Leader

CHARLES W. FENTRESS  
Consultant, Government Affairs

FRANK E. GORDON  
Managing Partner  
CROFTON CAPITAL

FRANK GRACE, JR.  
Retired Partner  
WALLER

ALICE I. HOOKER  
Community Leader

BETH B. LITTLE  
Community Leader

DREW R. MADDUX, SR.  
President  
MADDUX REALTY & CONSTRUCTION CO., INC.

JOE SANDERS  
Community Leader

JUDGE GEORGE C. PAINE, II  
Retired Chief Judge  
UNITED STATES BANKRUPTCY COURT  
MIDDLE TENNESSEE DISTRICT

J. EDWARD PEARSON  
Chief Operating Officer  
HEALTHSTREAM, INC.

H. EDDIE PHILLIPS  
Chairman  
E. PHILLIPS DEVELOPMENT

GINI PUPO-WALKER  
Senior Director of Education Policy & Strategy Growth  
CONEXION AMERAS

JO S. WILLIAMS, E.D.D.  
President  
CHRISTIE COOKIE CO.

S. FLEMING WILT  
Immediate Past Chair Emeritus  
MADISON REALTY & CONSTRUCTION CO., INC.

WILLIAM P. PURYEAR  
Chief Financial Officer  
HEALTHSTREAM, INC.

EMERITUS MEMBERS

SCOTT S. PERRY  
President

JOYCE DOUGLAS  
Executive Assistant

JUDY MILLIKEN  
Vice President, Finance

JACKSON ROUTH  
Vice President, Programs and Grants

DONNA KAY VICK  
Receptionist/Secretary

ALFONZO ALEXANDER  
President  
NASBA CENTER FOR THE PUBLIC TRUST

THE MEMORIAL FOUNDATION STAFF

OFFICERS

FRANK GRACE, JR.  
Chair

FRANK M. BUMSTEAD  
Vice Chair

JUDGE GEORGE PAINE, II  
Secretary

SCOTT S. PERRY  
President

JACKSON ROUTH  
Vice President, Programs and Grants

JUDY MILLIKEN  
Vice President, Finance

2015 FINANCIAL REPORT

THE MEMORIAL FOUNDATION, INC. AND AFFILIATED ENTITIES

CONSOLIDATED STATEMENT OF FINANCIAL POSITION FOR THE PERIOD ENDED DECEMBER 31, 2015

ASSETS

Cash and short-term investments $8,195,044

Investments 118,348,420

Investment - commercial real estate, net 9,064,084

Accounts receivable 3,616

Prepaid expenses 125,144

Furniture and equipment - net 2,432

TOTAL ASSETS $135,738,740

LIABILITIES

Accounts payable and accrued expenses 232,119

Grants payable 965,000

TOTAL LIABILITIES $1,197,119

NET ASSETS

Unrestricted 132,751,205

Temporarily restricted 1,790,416

TOTAL NET ASSETS 134,541,621

TOTAL LIABILITIES AND NET ASSETS $135,738,740

1996-2015 GRANTS

SUMMARY OF GRANTS AWARDED BY PROGRAM AREA

- Education: 22%
- Health Care Services: 14%
- Human and Social Services: 18%
- Community Services: 11%
- Substance Abuse: 6%
- Youth and Childhood Development: 6%
- Senior Citizen Enrichment Services: 3%
- Other: 23%
They hold it up for others to behold and urge them to keep both creativity and common sense aflame. Their shining example is always service, and it is invariably contagious. Great leaders make sparks fly. Into the future. Into the hands and hearts of new leaders who become great in their own ways and in their own times. This is leadership’s legacy. To change lives for the better. To change lives for always.

SHINE ON.
Global Education Center
Goodpasture Christian School
Gospel Music Association
Habitat for Humanity of Greater Nashville
Hands On Nashville
Healing Arts Project
Healing Hands International
Hearing Bridges
Hendersonville Young Life
High Hopes
Home Bound Meals Program
Homework Hotline
Hope Clinic for Women
Hope Family Health Services
Hope Food Bank
Hospital Hospitality House
Insight Counseling Centers
Interfaith Dental Clinic
Jason Foundation
Jefferson Street United Merchants Partnership
Junior Achievement of Middle Tennessee
King’s Daughters Child Development Center
LEAD Public Schools
Leadership Goodlettsville
Leadership Nashville
Legal Aid Society of Middle Tennessee and the Cumberlands
Lighthouse Christian School
Madison Tigers Youth Sports
Make A-Wish of Middle Tennessee
Martha O’Bryan Center
Mary Parish Center for Victims of Domestic and Sexual Violence
Matthew 25
McNelly Center for Children
Men of Valor
Mending Hearts
Metropolitan Nashville Public Schools
Mid-Cumberland Human Resource Agency
Middle Tennessee Council - Boy Scouts of America
Monroe Carell Jr. Children’s Hospital at Vanderbilt
Monroe Harding
Montgomery Bell Academy Community Outreach Program
Morning Star Sanctuary
Muscular Dystrophy Association - Nashville
Music for Seniors
Music Health Alliance
NASFAA Center for the Public Trust
Nashville Ballet
Nashville Chamber Public Benefit Foundation
Nashville Chess Center
Nashville Children’s Alliance
Nashville Conflict Resolution Center
Nashville District Management Corporation
Nashville Film Festival
Nashville Food Project
Nashville Inner City Ministry
Nashville International Center for Empowerment
Nashville Opera Association
Nashville Public Education Foundation
Nashville Public Radio
Nashville Public Television
Nashville Rescue Mission
Nashville Shakespeare Festival
Nashville Symphony Association
Nashville Youth for Christ
Nashville Zoo
National Museum of African American Music
Native American Indian Association of Tennessee
New Beginnings Center
The Next Door
Oasis Center
One Hundred Black Men of Middle Tennessee
One Hundred Club of Sumner County
Operation FINALLY HOME
Operation Stand Down Nashville
Our Kids
Parents Reaching Out
PENCIL Foundation
Pet Community Center
Prevent Child Abuse Tennessee
Progress
Project Return
Project Transformation Tennessee
REBOOT Combat Recovery
Rejoice Ministries
Robertson County Historical Society
Rock The Street, Wall Street
Saddle Up!
Safe Haven Family Shelter
St. Luke’s Community House
Salama Urban Ministries
Salus Center
Second Harvest Food Bank of Middle Tennessee
Sexual Assault Center
Siolom Family Health Center
Skyline Auxiliary
Social Enterprise Alliance - Nashville Chapter
Society of St. Andrew
Southeastern Council of Foundations
Southern Sudanese Youth Connection
Southern Word
Special Needs Sports Foundation
Sponsors Scholarship Program
STARS Nashville
Sumner County CASA
Sumner County Health Committee
Sumner County Museum
Sumner Teen Center
Teach for America - Greater Nashville
Tennessee Action Coalition
Tennessee Coalition to End Domestic and Sexual Violence
Tennessee Environmental Council
Tennessee Foreign Language Institute
Tennessee Holocaust Commission
Tennessee Justice Center
Tennessee Justice for Our Neighbors
Tennessee Medical Foundation
Tennessee Performing Arts Center
Tennessee Prison Outreach Ministry
Tennessee Senior Olympics
Tennessee Voices for Victims
Thistle Farms
Time to Rise
THKids Nutrition
Tucker’s House
United Way of Metropolitan Nashville - 2-1-1 Call Center
Urban Green Lab
Urban Housing Solutions
VSA Tennessee
Watkins College of Art, Design & Film
Wayne Reed Christian Childcare Center
Welcome Home Ministries
Workers’ Dignity Project
World Relief Nashville
You Have The Power… Know How To Use It
Young Leaders Council
Youth Encouragement Services
Youth Incorporated
Youth Life Learning Centers
Youth Villages
YWCA of Nashville and Middle Tennessee

THE MEMORIAL FOUNDATION GRANT GUIDELINES

The Memorial Foundation awards grants to nonprofit organizations that provide services to people who live in the geographic area served by Nashville Memorial Hospital. The Foundation places special emphasis on assisting organizations that focus on health, youth and children, senior citizens, education, human and social services, community services and substance abuse.

All organizations requesting grants are subject to a review process that includes interviews with staff, submission of an application, a possible site visit and approval by The Memorial Foundation’s Board of Directors.

Those interested in obtaining more information on grant guidelines may visit The Memorial Foundation’s website at www.memfoundation.org or write to:

The Memorial Foundation
100 Bluegrass Commons Boulevard, Suite 320
Hendersonville, TN 37075
Tel: (615) 822-9499
www.memfoundation.org