



ElderSource, Inc. (Parent)
Strategic Planning Committee Meeting
August 12, 2020
Time: 12:00pm

Agenda

- | | | |
|------|--------------------------------|--------------|
| I. | Call to Order | Brenda Ezell |
| II. | Review of Minutes | Brenda Ezell |
| III. | 2020 Semi-Annual Status Report | Linda Levin |
| IV. | Other Business | |
| V. | Adjourn | |

Vision: Older adults and adults with disabilities are valued and have the resources they need to live with dignity and security in an age- and ability-friendly community.

Mission: ElderSource empowers people to live and age with independence and dignity in their homes and their communities.

Inclusion Statement: ElderSource values all people – including but not limited to all nationalities, socio-economic backgrounds, abilities, races, genders, religious perspectives, sexual orientations and gender identities – in everything we do. We welcome the unique insights and perspectives of all persons in our quest to fulfill our mission.

Serving Baker, Clay, Duval, Flagler, Nassau, St. Johns and Volusia Counties

STRATEGIC FRAMEWORK

Our Vision: Older adults and adults with disabilities are valued and have the resources they need to live with dignity and security in an age- and ability-friendly community.

Our Mission: ElderSource empowers people to live and age with independence and dignity in their homes and their community.



STRATEGIC GOALS



Goal 1: Continue High Quality Core Services

Objectives

- Strong stewardship
- Commitment to LGBTQ
- Additional services

Strategies/Action Steps Status

- Received and \$215,775 from funders to provide crisis assistance as a result of COVID 19
- Received \$6,255,105 from DOEA through Family First Act and CARES Act and contracting these finds to providers for services.
- Received \$83,000 Community Care Corps to expand the telephone reassurance program, Caring Connections.



Goal 2: Improve Quality of Life/Reduce Isolation

Objectives

- Care for older adults and adults with disabilities
- Develop Telephone Reassurance Program

Strategies/Action Steps Status

- Received \$83,000 Community Care Corps grant to expand Caring Connections.
- Received \$215,775 to provide crisis services in response to COVID 19.
- Received \$6,255,105 for providers to deliver services in response to COVID 19.



Goal: Explore Innovative, Net Income Generating Service Lines

Objectives

- Explore services and service marketplace
- Explore thrift store
- Explore network management partnership

Strategies/Action Steps Status

- Medicaid Management Services, Inc. netted \$13,839 in the first half of 2020 through our contract with Florida Community Care for quality assurance activities.



Goal: Increase Awareness of Eldersource

Objectives

- Hire marketing firm
- Explore fund development options

Strategies/Action Steps Status

- A Facebook outreach/lead generation campaign was developed and launch with 98,838 impressions, more than 1,200 people clicking on the ads and a click-through rate of 1.22% (average click-through rate on FB across all industries is between .90 and 1.33 percent.)
- 5% increase in followers from April to June
- Secured 36 paid ads and nine complementary ads that reached 45% of people age 65 and older in the market. 404,700 total impressions.
- 29 stories that appeared on television and radio and in print.



Goal: Advance ElderSource Operations

Objectives

- Support inclusive workplace culture
- Develop “green governance” policies
- Consider facility investment opportunities

Strategies/Action Steps Status

- Completed our first Affirmative Action Plan. The only area for improvement identified is in the area of hiring persons with disabilities and veterans.
- Released a joint letter from the Board Chair and CEO to the community stating we stand in solidarity against racism and social injustice.
- Providing training to staff on unconscious bias and related topics (e.g. micro-aggressions).



Strategic Plan
Semi-Annual Status Report
2020



Goal 1: Continue to provide high-quality core services

Objective 1.1: Continue to provide strong stewardship of the community's financial resources

EXPLANATION: This objective is to ensure that ElderSource continues to monitor and safeguard how the funds, with which we are entrusted, are used.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Train staff and providers to ensure funds are used and reported correctly	On-going	Achieved
2. Identify key performance measures both internally and for service providers	3Q 2019	Achieved
3. Develop performance dashboards	1Q 2020	Achieved
4. Identify and seek collaborative opportunities between providers where available. These opportunities may include training, outreach, advocacy, etc.	2Q 2019 and on-going	Achieved

REQUIRED RESOURCES

No new/additional resources

OUTCOMES



Generate additional funding to invest in mission-aligned services
Improve the quality of existing services
Provide more service

OUTPUTS

Dashboard(s) completed

CHAMPION

AAA Board, Nancy Tufts, JaLynne Santiago, Renee Knight

PROGRESS

While all the action steps of this objective have been completed, because of the volume of work done in this area in just the first half of this year, I thought it was important to continue reporting.

Since March, when we started working remotely due to COVID 19, we have received eight grants, totaling \$215,775, With funding we have provided crisis assistance to seniors in our seven counties and Putnam (a county under First Coast Relief Fund) to include groceries, supplies, rent and mortgage

assistance, energy assistance and income replacement. Procedures have been put in place to identify and verify the need and to account for the expenditures. An additional \$167,000 has been requested from the First Coast Relief Fund to continue providing the services through December.

In addition, we received \$6,255,105 from DOEA through the Family First Act and the CAREDS Act which has been contracted out to providers for services to seniors to include an increase in meals and the addition of new services like telephone reassurance and shopping assistance. Staff have been working with providers to execute contracts and amendments and provide them technical assistance on new requirements, ensuring accountability.

We received a Community Care Corps grant for about \$83,000 to expand our Caring Connections telephone reassurance program. We are applying for two Florida Blue Grants for \$100,000 each per year for 4 years. One grant is to provide a suicide intervention training and the other is to conduct caregiver assessments and refer for supportive services.

Objective 1.3: Provide additional direct assistance for older adults and adults with disabilities

EXPLANATION: ElderSource will increase the availability and geographic reach of staff who can provide direct services including information, assessment, and assistance with eligibility. Services would be coordinated with SHINE and will establish an onsite presence in our southern service area.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Add customer service staff to outreach events	2Q 2019	Completed
2. Add in-home assessment services	1Q 2020	On hold
3. Explore the addition of a satellite office <ul style="list-style-type: none"> a. It's possible that it's loaned space, purchased space with ability to rent to others, co-located with thrift shop b. Location may house: <ul style="list-style-type: none"> i. VA Consultant ii. Benefits Enrollment Center volunteers iii. SHINE volunteers iv. "Case managers" v. Contract manager 	4Q 2020	Early/On hold

REQUIRED RESOURCES

In-home short term case management services: Funding for staff positions, mobile office equipment and wireless connections

Office: TBD, but potential rent or down payment
 Funding for staff positions (Case manager, contract manager, VA consultant)

OUTCOMES



Provide more services
 Improve the quality of existing services

OUTPUTS

people served directly

CHAMPION

AAA Board, Renee Knight (services)
 Wise Owl Board, AAA Board, Linda Levin, JaLynne Santiago (office space)

PROGRESS

While some of the action stops are put on hold due to resources and timing of COVID 19, other activity has taken place which fulfills this objective that I feel are important to report on

Since March, when we started working remotely due to COVID 19, we have received eight grants, totaling \$215,775. With funding we have provided crisis assistance to seniors in our seven counties and Putnam (a county under First Coast Relief Fund) to include groceries, supplies, rent and mortgage assistance, energy assistance and income replacement. Procedures have been put in place to identify

and verify the need and to account for the expenditures. An additional \$167,000 has been requested from the First Coast Relief Fund to continue providing the services through December.

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We received a Community Care Corps grant for about \$83,000 to expand our Caring Connections telephone reassurance program. We are applying for two Florida Blue Grants for \$100,000 each per year for 4 years. One grant is to provide a suicide intervention training and the other is to conduct caregiver assessments and refer for supportive services.



Goal 2: Implement programs to improve quality of life and reduce isolation

Objective 2.1: Increase the ability of caregivers, and our partners and providers to care for older adults and adults with disabilities

EXPLANATION: ElderSource will support and provide services to caregivers, partners and providers to increase their ability to provide care.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Train staff and providers	Ongoing	Completed/Ongoing
2. Address support for caregivers, through training, convening, virtual convening, participation in the Caregiver Coalition	4Q 2019 and ongoing	Completed/Ongoing
3. Explore leadership of Caregiver Coalition	Ongoing	Completed
4. Convene providers and community partners	Ongoing	Completed/Ongoing
5. Develop relationship management database	3Q 2020	Delayed/On hold

REQUIRED RESOURCES

Funding for relationship management database
Funding for staffing the Caregiver Coalition

OUTCOMES



Improve the quality of existing services
Provide more services

OUTPUTS

training sessions offered
errors in monitoring
Provider satisfaction survey

CHAMPION

AAA Board, ElderSource Institute, Nancy Tufts, Linda Levin

PROGRESS

All action steps, except for the relationship management database, have been completed. The relationship management database is put on hold at this time, as staff are consumed with efforts related to COVID 19.

While the other action steps have been completed, it is important to note that other steps have been taken related to this objective including the receipt of the Community Care Corps to expand the telephone reassurance program, Caring Connections. In addition, we are applying for two Florida

Blue Grants for \$100,000 each per year for 4 years. One grant is to provide a suicide intervention training to professionals and the other is to conduct caregiver assessments and refer for supportive services.

Objective 2.2 Develop a Volunteer Telephone Reassurance Program

EXPLANATION: This program will use volunteers to check on clients via telephone calls. It will address isolation and quality of life both for those who will be called and those doing the calling. The telephone reassurance program can also be an opportunity to generate revenue-producing services where caregivers are not local.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Establish volunteer program for older adults to lend time and ear to those clients who seek support and reassurance.	3Q 2019	Completed
2. Explore possibilities of generating revenue from long-distance caregivers.	TBD	

REQUIRED RESOURCES

Volunteer Coordinator (already included in 2019 budget)
Funding for volunteer recruitment and recognition
Funding for awareness

OUTCOMES



Provide more services

OUTPUTS

people served
volunteers
Satisfaction levels

CHAMPION

AAA Board, Volunteer Coordinator

PROGRESS

We received a Community Care Corps grant to expand the telephone reassurance program, Caring Connections. As we expand the program, we will seek ways to make this a revenue generating service.



Goal 3: Explore innovative, net-income generating service lines

Objective 3.1: Explore creation of stand-alone services or a “Service Marketplace”

EXPLANATION: Older adults, adults with disabilities, and their caregivers need a variety of basic daily services: local transportation to doctors and to shop, assistance with household chores and upkeep, shopping and other errands. Many people can afford to pay for these services but are unsure which service providers are best suited and trained to work with older adults or adults with disabilities.

ElderSource is uniquely positioned to connect services to people because we have a trusted name. We have the ability to train and certify service providers as elder and disability friendly. We also have the community data from our ARDC to understand needs. Connecting or providing these services is firmly aligned with our vision and mission.

A service marketplace would connect or provide personal services for older adults or adults with disabilities in order to help them live with dignity and security. These services may be obtained by the beneficiary or by a caregiver. Any one of the services could be offered individually, or they could be bundled together in a service marketplace.

Personal services will likely be offered for a fee and ElderSource will earn revenue related to the service. The marketplace may contain a variety of services or just a single service. It is likely to start in phases. Each county may have slightly different services based on need and availability of service providers.

Mission critical outcomes identified in planning include increasing services provided, generating positive net income to reinvest in the ElderSource mission, and increasing family brand awareness all the while staying within boundaries.

Extensive working notes from the exploratory discussion for these options is included in Appendix B.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Commit to funding for feasibility study	2Q 2019	On Hold
2. Conduct feasibility study	4Q 2019-2020	On Hold
3. Test concepts as needed	TBD	
4. Develop funding, financial and business plans for selected options	TBD	

REQUIRED RESOURCES

Funding for feasibility study

OUTCOMES

Generate additional funding to invest in mission-aligned services
Provide more services

OUTPUTS

Short term: Strong due diligence and business plans
Long term: # people served, Net income

CHAMPION

Parent board, Linda Levin

PROGRESS

This strategy has been put on hold for the time being. Prior to COVID 19, staff determined that this specific objective, creating a service market place, is not feasible nor worthwhile considering what it would take to build this from scratch and the fact that other marketplaces already exist, e.g. Amazon, Angie's List, A Place for Mom, etc. Staff started exploring other revenue generating options that have been put on hold as a result of COVID 19. WE will resume this once this crisis is past.

Objective 3.2: Explore the creation of thrift stores

EXPLANATION ElderSource will explore the creation of one or more thrift stores. Thrift operations could be a revenue-producing entity with the intention to expand a service presence into each of our seven counties. Capitalized and run correctly, thrift operations can be a strong revenue source of unrestricted net income. Mission alignment comes from the opportunity to include an assistive device loan closet, physical space to meet with clients for (SHINE, personal service, case management, etc.); employment or volunteer opportunities to engage older or disabled adults; and possibly the inclusion of social enterprise such as an ice cream shop). More details are provided in Appendix B.

Extensive working notes from the exploratory discussion and an initial look at feasibility is included in Appendix B.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Commit to funding for feasibility study	2Q 2019	On Hold
2. Conduct feasibility study	4Q 2019	On Hold
3. Test concepts as needed	TBD	
4. Develop funding, financial and business plans for selected options	TBD	

REQUIRED RESOURCES

Funding for feasibility study

OUTCOMES



Generate additional funding to invest in mission-aligned services

OUTPUTS

Short term: Strong due diligence and business plans

Long term: # people served, Net income

CHAMPION

Parent board, Wise Owl Board, Linda Levin

PROGRESS

This strategy has been put on hold for the time being. Prior to COVID 19, staff determined that this specific objective, creating a service market place, is not feasible nor worthwhile considering what it would take to build this from scratch and the fact that other marketplaces already exist, e.g. Amazon, Angie's List, A Place for Mom, etc. Staff started exploring other revenue generating options that have been put on hold as a result of COVID 19. WE will resume this once this crisis is past.

Objective 3.3: Explore creation of a network management partnership with Independent Living Systems (ILS)

EXPLANATION ElderSource will consider contracting with ILS/FCC for network development/management, quality assurance and client re-certifications statewide. ILS/FCC contracts with AAAs to provide these services in their respective counties. A new partnership could be piloted in 2-3 PSAs and then a gradual rollout statewide. We can also provide training for ILS staff and providers training statewide on such topics as Elder Abuse Awareness and Prevention, LGBTQ Elder Cultural Competency Training, etc. More details are provided in Appendix B.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Negotiate and establish interest levels with ILS	1Q 2019	Completed
2. Consider forming a separate legal entity	2Q 2019	Completed
3. Negotiate participation with other AAAs	TBD	

REQUIRED RESOURCES

TBD

OUTCOMES



Generate additional funding to invest in mission-aligned services

OUTPUTS

Short term: Strong due diligence and business plans.
Long term: Net income

CHAMPION

Parent board, ElderSource Institute, Linda Levin

PROGRESS

Medicaid Management Services, Inc. netted \$13,839 year to date for the contract with Florida Community Care.



Goal 5: Increase awareness of ElderSource

Objective 5.1: Hire a marketing firm to recommend best way to increase awareness

EXPLANATION Awareness remains a challenging issue for ElderSource. We would like to work with a marketing expert to develop a marketing plan that gives us a strong platform to promote our mission and purpose.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Develop scope of work	1Q 2019	Complete
2. Get bids and select a vendor	2Q 2019	Complete

REQUIRED RESOURCES

Funding to hire the firm



Generate additional funding to invest in mission-aligned services
Improve the quality of existing services

OUTPUTS

Enhanced marketing efforts to build awareness and understanding of our agency and our purpose.

CHAMPION

Parent, Andrea Spencer

PROGRESS

The action steps are all completed.

Daigle Creative developed and executed a Facebook outreach/lead generation campaign for the SHINE program. There were 98,838 impressions with more than 1,200 people clicking on the ads for a 1.22% click-through rate. According to Databox, the average click-through rate for Facebook ads across all industries is between .90 and 1.33 percent. This resulted in 133 leads with which the SHINE staff follow up. There was a 5% increase in Facebook followers from April to June.

Daigle also created ads for mainstream media and digital ads for media websites. They developed two public service announcements for television ads as well. The ads were distributed throughout the first half of the year. We secured 36 paid ads and nine complementary ads that reached 45 percent of the people 65 and older in the market for a total of 404,700 impressions.

Daigle with staff procured 29 stories that appeared on television and radio and in print for a total earned media value of \$77,000. The stories have an online readership of an estimated 9.5 million people and more than 1000 shares on social media.

Their detailed report is attached.

Objective 5.2: Explore fund development options and ideas

EXPLANATION Fund development can contribute to revenue to be used to support the organization and mission-aligned services.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Consider other revenue-generating opportunities for online giving	1Q 2019	Complete
2. Continue to invest in Night with the Stars	ongoing	Complete/Ongoing
3. Consider adding one more signature event	2Q 2019	Complete
4. Consider an endowment and develop analysis to support decision making	1Q 2021	
5. Ensure 100% board giving support for both personal giving and in support of events	Ongoing	Complete/Ongoing

REQUIRED RESOURCES

\$8,500 for event planner

OUTCOMES



Generate additional funding to invest in mission-aligned services

OUTPUTS

\$ raised in unrestricted net income

CHAMPION

Parent board, Linda Levin

PROGRESS

ElderSource Inc. contracted with Liz Morgan to help with the planning of A Night with the Stars and three other small events, two of which were celebrity servers. Then COVID 19 kicked in. All in person events were cancelled. We tried to do a virtual cooking class with a local chef and the Jaguars nutritionist. Net revenue was minimal. The Committee decide to wait until COVID19 is over to resume fund development activities.



Goal 6: Advance ElderSource Operations

Objective 6.1: Support inclusive workplace culture

EXPLANATION: Over the past two years, the agency has made a commitment of time, effort and resources to advance the workplace culture. The Leadership Team has intentionally brought to the forefront our desire to create an inclusive, diverse work environment. This goal strives to build on what we have already begun.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Recruit staff and volunteers with an intentional lens of diversity, inclusion, and equity	Ongoing	Complete/Ongoing
2. Recruit and train staff and volunteers with the ability and interest to serve a diverse population	Ongoing	Complete/Ongoing
3. Maintain and demonstrate an on-going culture of stewardship with intentional policies addressing diversity, inclusion and equity	3Q 2019	Complete/Ongoing
4. Develop leadership opportunities and career paths with an intentional lens of diversity, inclusion, and equity	3Q 2020	In process/Ongoing

REQUIRED RESOURCES

TBD



OUTCOMES

Improve the quality of existing services

OUTPUTS

Diversity measures that compare favorably with like organizations
Improved employee satisfaction

CHAMPION

Parent board, Linda Levin

PROGRESS

We completed our first Affirmative Action Plan this year. In the areas of race and gender we are fine. We could do better with respect to recruiting veterans and persons with disabilities. Staff has put in place a strategy for recruitment.

After the killing of George Floyd, the Board Chair and CEO sent a joint letter to the community letting them know we stand in solidarity against racism and social injustice. Since then we have been providing additional training (e.g. unconscious bias) and the Employee Resource Group has been tackling related topics (e.g. micro-aggressions) in their meetings.

Objective 6.3: Consider facility investment opportunities aslif they occur

EXPLANATION While there is no specific plan to acquire space, ElderSource wants to remain open to considering space acquisitions if they support the goals and objectives in the strategic plan.

STRATEGIES/ACTION STEPS	Target Date	Status
1. n/a		
2.		
3.		
4.		

REQUIRED RESOURCES

No additional resource required



Generate additional funding to invest in mission-aligned services

OUTPUTS

TBD

CHAMPION

Wise Owl board, Linda Levin, JaLynne Santiago

PROGRESS

Wise Owl is in the process of selling the 10696 property to the tenant.

Supplement:

Other key activities took place in 2019 including ElderSource being accepted into the Risk Management Cohort through the Nonprofit Center funded by the Community Foundation. A four-member team from ElderSource has attended three workshops, three webinars and completed a risk inventory. The risk inventory has been shared with the full management team for prioritization which became the basis for a risk management plan. The Executive Leadership Team meets monthly to review the status of the plan - removing items as they are addressed, adding new items as they are identified and reprioritizing as needed.

We have also been active with the Dementia Care and Cure Initiative work. We co-chair the task force and submitted and received a grant from the Community Foundation on behalf of the task force to implement a Memory Café the New Town Success Zone of Jacksonville in partnership with Mayo Clinic.

Several other grants were submitted including the Florida Blue Foundation grant which we received and helped offset the cost of the installation of the accessibility buttons to make our building more accessible.

In 2019 we completed the Request for Proposals (RFP) for all contracts for services in Clay County and smoothly transitioned to working with a new provider for that county on an ongoing basis. The transition went smoothly with no clients or services dropped.

We implemented a new HR system and performance review system that while both are a tremendous step forward for the organization has been a time consuming process. We also embarked on the Affirmative Action plan requiring changes to our hiring, promoting and termination process which involves significant tracking.

We started working with the UNF Center for Aging on the development of the Professional Industry Certification/Certificate of Completion that will be co-branded and offered through EI. We hope to launch this program mid-2020.

Leadership have been implementing tools to streamline activities and increase efficiency such as implementing appointment scheduling software in the ADRC to schedule appointments for the screeners conducting client assessments. This and other steps has improved our situation with overdue assessments for which we were under corrective action and will have resolved before the next DOEA monitoring visit.