

ELDERSOURCE BOARD OF DIRECTORS MEETING

Wednesday, January 18 at 12:00 P.M.

10688 Old St Augustine Road

Jacksonville, FL 32257

AGENDA

1. Call to Order & Introductions Dr. Sandy Robinson , President
2. Roll Call
3. Approval of Minutes (November 16, 2022 *Pg.4*
Meeting)
4. Mission Moments Dr. Sandy Robinson, President
5. President's Report Linda Levin, Chief Executive Officer
6. Chief Executive Officer's Report *Pg.7*
7. Committee Reports/Motions Ed Salek, Treasurer
 - Budget/Finance Committee *Pg. 15* Dr. Sandy Robinson, Vice President
 - Programs and Planning Committee *Pg. 16* Cheryl Jefferson, Advisory Council
8. Advisory Council Report *Pg.20*
9. Executive Session: CEO Performance Appraisal *Pg.25*
10. Old Business
11. New Business
12. Other Business/Comments from Members and/or Visitors
13. Next Meeting
14. Adjourn

March 15, 2023, 12:00 PM
ElderSource
10688 Old St Augustine Road
Jacksonville, FL 32257

PROPOSED MOTIONS

Finance Committee:

The Finance Committee recommends approval of the November 2022 Financials.

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.



**Area Agency on Aging
Budget vs. Actual Monthly
For the Month Ending October 31, 2022**

DESCRIPTION	BUDGET	ACTUAL	JE PENDING	Encumber	BALANCE	PROJECTED Actual YTD	IDEAL RATE 83%
Operating Revenue							
DOEA Revenue	2,749,033.06	\$1,662,042.00	\$0.00	\$0.00	\$1,086,991.06	\$1,994,450.40	60%
Program Revenue	436,508.00	\$196,341.00	\$0.00	\$0.00	\$240,167.00	\$235,609.20	45%
Admin Revenue	\$1,339,421.00	\$1,365,457.00	\$0.00	\$0.00	(\$26,036.00)	\$1,638,548.40	102%
Veterans Program	500,680.00	\$456,678.00	\$0.00	\$0.00	\$44,002.00	\$548,013.60	91%
DOEA Special Project Guide House	\$239,072.73	\$239,072.73	\$0.00	\$0.00	(\$0.00)	\$239,072.73	0%
Contributions	\$0.00	\$9,576.00	\$0.00	\$0.00	(\$9,576.00)	\$9,576.00	0%
Interest Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0%
Miscellaneous	\$0.00	\$6,184.00	\$0.00	\$0.00	(\$6,184.00)	\$6,184.00	0%
Carry Forward	\$300,000.00	\$0.00	\$0.00	\$0.00	\$300,000.00	\$300,000.00	0%
In-kind					\$0.00	\$0.00	0%
Total Operating Revenue	\$5,564,714.79	\$3,935,350.73	\$0.00	\$0.00	\$1,629,364.06	\$4,971,454.33	71%
Revenue Total	\$5,564,714.79	\$3,935,350.73	\$0.00	\$0.00	\$1,629,364.06	\$4,971,454.33	71%
Operating Expense							
PERSONNEL							
Personnel Expenses	\$ 3,059,368.31	\$2,088,091.00	\$0.00	\$0.00	\$971,277.31	\$2,505,709.20	68%
Fringes	\$ 576,422.24	\$324,163.00	\$0.00	\$0.00	\$252,259.24	\$388,995.60	56%
Employee Benefits	\$ 251,805.70	\$203,004.00	\$0.00	\$0.00	\$48,801.70	\$243,604.80	81%
Other Personnel Expense	\$ 24,898.54	\$20,917.00	\$0.00	\$0.00	\$3,981.54	\$25,100.40	84%
TOTAL PERSONNEL COSTS	\$3,912,494.81	\$2,636,175.00	\$0.00	\$0.00	\$1,276,319.81	\$3,163,410.00	67%
OPERATIONS							
Rent	135,000.00	\$112,500.00	\$0.00	\$0.00	\$22,500.00	\$135,000.00	83%
Building Maintenances/Repair	3,500.00	\$855.00	\$0.00	\$0.00	\$2,645.00	\$1,026.00	24%
Telephone & Internet	45,380.00	\$25,072.00	\$0.00	\$0.00	\$20,308.00	\$30,086.40	55%
Office Supplies	\$25,305.66	\$19,220.00	\$0.00	\$0.00	\$6,085.66	\$23,064.00	76%
Printing & Supplies	\$53,448.51	\$8,566.00	\$0.00	\$0.00	\$44,882.51	\$10,279.20	16%
Postage & Shipping	\$29,640.00	\$14,620.00	\$0.00	\$0.00	\$15,020.00	\$17,544.00	49%
Office Equipment/Leasing	\$46,044.00	\$34,589.00	\$0.00	\$0.00	\$11,455.00	\$41,506.80	75%
Phone System	\$300.00	\$0.00	\$0.00	\$0.00	\$300.00	\$0.00	0%
Document Management System	\$25,000.00	\$0.00	\$0.00	\$0.00	\$25,000.00	\$0.00	0%
Other technology/equipment	\$35,500.00	\$42,818.00	\$0.00	\$0.00	(\$7,318.00)	\$51,381.60	121%
Other Operating	\$5,217.84	\$760.00	\$0.00	\$0.00	\$4,457.84	\$912.00	15%
Software	\$7,500.00	\$179.00	\$0.00	\$0.00	\$7,321.00	\$214.80	2%
Outreach/Marketing/Advertising	\$69,664.00	\$67,027.00	\$0.00	\$0.00	\$2,637.00	\$80,432.40	96%
Travel & Conferences	\$43,223.00	\$24,751.00	\$0.00	\$0.00	\$18,472.00	\$29,701.20	57%
Dues & Subscriptions	\$51,285.42	\$51,851.00	\$0.00	\$0.00	(\$565.58)	\$62,221.20	101%
Consulting & Professional Fees	\$676,179.00	\$533,579.00	\$0.00	\$0.00	\$142,600.00	\$640,294.80	79%
Bank Fees	\$0.00	\$30.00	\$0.00	\$0.00	(\$30.00)	\$36.00	0%
Taxes & Licenses	\$500.00	\$48.00	\$0.00	\$0.00	\$452.00	\$57.60	10%
Property & Liability Insurance	\$19,148.00	\$8,463.00	\$0.00	\$0.00	\$10,685.00	\$10,155.60	44%
Staff Training & Recognition	\$15,000.00	\$10,015.00	\$0.00	\$0.00	\$4,985.00	\$12,018.00	67%
Volunteer Expenses	\$49,766.00	\$8,406.00	\$0.00	\$0.00	\$41,360.00	\$10,087.20	17%
Staff Uniforms	\$2,350.00	\$1,755.00	\$0.00	\$0.00	\$595.00	\$2,106.00	75%
Tuition Reimbursement	\$6,000.00	\$0.00	\$0.00	\$0.00	\$6,000.00	\$0.00	0%
Indirect Cost	\$16,046.00	\$0.00	\$0.00	\$0.00	\$16,046.00	\$0.00	0%
Non DOEA Expenses	\$11,000.00	\$3,796.00	\$0.00	\$0.00	\$7,204.00	\$4,555.20	35%
Restricted Non-DOEA			\$0.00	\$0.00	\$0.00	\$0.00	0%
In-Kind						\$0.00	
TOTAL OPERATIONS	\$1,371,997.43	\$968,900.00	\$0.00		\$403,097.43	\$1,162,680.00	71%
Total Operating Exp	\$5,284,492.24	\$3,605,075.00	\$0.00		\$1,679,417.24	\$4,326,090.00	68%
NET SURPLUS/DEFICIT	\$280,222.55	\$330,275.73	\$0.00			\$645,364.33	
YTD Intercompany Transfers		\$0.00					
YTD Net Total		\$330,275.73					

Note: Our Human Resource department is searching for candidates to fill several vacancies. OT has been approved for Individual Grants to stay current.
 Note: The Consultant and Professional Fees include Iventure/Trutech IT, Avaya Phone System, Audit, Legal Fees, and some minor expenses (no concerns)
 Note:
 Note:
 Note:
 Note: Revised budget reflect old and new amendments

MINUTES

ElderSource
Board of Directors Meeting
MOSH (Museum of Science & History)
1025 Museum Cir, Jacksonville, FL 32207
November 16, 2022
1:00 PM

PRESENT:

Dr. Sandy Robinson
Brenda Ezell
Melissa Gilreath, Secretary
Barbara Ann Greene
Walette Stanford
Dr. Sandy Robinson
Juliet Williams-Via Zoom
Grady Williams-Via Zoom
Vivile Dietrich
Elizabeth Gunn, President-Via Zoom
Cheryl Jefferson, Advisory Council

ABSENT:

Ed Salek, Treasurer-Exc
Daryl Banks
Amanda Smith-Exc
Catherine Whitworth-Exc
Pamela Sanders-Exc

STAFF PRESENT:

Linda Levin, Chief Executive Officer
Jessica Del Rio, Executive Administrative Assistant

GUEST

Mike Jorgensen, ElderSource Institute Board President
Fran Pepis, Wise Owl Board President

CALL TO ORDER:

President Elizabeth Gunn called the meeting to order at 1:05 PM.

ROLL CALL:

Jessica Del Rio, Executive Administrative Assistant, called the roll. A quorum was present.

APPROVAL OF MINUTES:

Grady Williams moved to approve the minutes of the September 21, 2022, meeting with the ElderSource Board of Directors. Walette Stanford seconded the motion. The motion carried without opposition, and the minutes were approved as submitted.

PRESIDENT'S REPORT:

The President's report was deferred until the next Board meeting.

CHIEF EXECUTIVE OFFICER'S REPORT:

The written *Chief Executive Officer's Report* for November 2022 was made available to Board members in advance of their meeting through the Board portal. Questions concerning the report may be addressed to Ms. Linda Levin, Chief Executive Officer, by telephone at (904) 391-6610 or by email at linda.levin@myeldersource.org.

Linda Levin, Chief Executive Officer, highlighted her CEO report and encouraged the Board to review the report. Linda highlighted the following:

- Disaster Recovery
- Grants Received
- Diversity, Equity, Inclusion, and Belonging (DEIB)
- Sister Companies
 - ElderSource Institute
 - Medicaid Management Services
- Mission Moments

BUDGET/FINANCE COMMITTEE:

Dr. Sandy Robinson presented the Budget/Finance Committee report. Sandy highlighted the financials for the month ending August 31, 2022. She noted that we are looking to net \$622,691.22.

Motion:

The Finance Committee recommends the approval of the financial reports for dates ending August 31, 2022. The motion passed by acclamation.

PROGRAM AND PLANNING COMMITTEE:

Vice President Dr. Sandy Robinson presented the Planning and Programs Committee report. She stated that the Committee talked about general revenue contracts, surplus deficit, Veterans Directed Care Program.

GOVERNANCE COMMITTEE:

Linda presented the Governance Committee Report. Linda stated that the Committee reviewed the application for Shelley Hirsh. She is a former Board member with experience in Finance. Linda also noted that Sue Krall has retired from the Board.

Motions

The Governance committee recommends approval of the Board membership application for Shelley Hirsh. Walette seconded the motion. The motion passed without opposition.

PERSONNEL COMMITTEE:

Walette presented the Personnel Committee report. She stated that we reviewed the employee benefits renewal. She noted that we highlighted the three different benefit plan options.

The Committee recommendation was presented as follows: Option 3 – United Healthcare Plan with an 85% employer benefit to the silver and golds plans and \$75 per month employer contribution to the HSA (health savings account) of bronze members.

The draft policy language states:

ElderSource pays 90% of the premiums for the employee's basic health insurance plan, 85% of the premiums for the employee's coverage of other offered health insurance plans, and 20% of the cost of dependent premiums. ElderSource contributes \$75 per month to the HSA account of the basic health insurance plan.

Walette reported to the full Board that the Executive Committee approved the benefits proposal as presented during their meeting.

ADVISORY COUNCIL REPORT:

The Advisory Council report was presented by Cheryl Jefferson. She stated that the council approved the application for Charnice Benjamin in Nassau county. There were some questions and concerns about our seniors in ALF and nursing homes being provided the opportunity to vote from the facility. There are opportunities if the facility contacts the supervisory of the elections office for access. Tameka presented us with the strategic plan and received county reports. Next meeting, we will meet with the SHINE program for a presentation.

OTHER BUSINESS:**ADJOURNMENT:**

Having no further business, the meeting was adjourned at 2:07 PM.

NEXT MEETING:

The next meeting of the ElderSource Board of Directors is scheduled for Wednesday, January 18, 2023, at 12:00 PM

Ms. Jessica Del Rio, Executive Administrative Assistant, prepared the minutes.

Approved by: _____
Melissa Gilreath, Secretary

Date: _____



CEO's Report January 2023

"Whatever you do or dream you can do – begin it. Boldness has genius and power and magic in it." – Johann Wolfgang von Goethe

ADVOCACY

Attached are the legislative priorities for the Florida Association of Area Agencies on Aging for this legislative session. Representative Duggan and Senator Yarborough are sponsoring our funding request for nutrition services in northeast Florida.

DOEA MONITORING

We received the monitoring report at the end of December for the monitoring that started in June. There was one find tied to CIRTS, the old DOEA client and services database. There were four reports that had errors exceeding the allowable error rate:

1. Two had to do with overdue assessments
2. Two had to do with APS (Adult Protective Services) data not entered correctly in a separate database shared by DOEA, Department of Children and Families, our service providers and area agencies on aging.

The overdue assessments are tied to the workforce challenges we have been experiencing along with our counterparts throughout the state. Staff has been working to the screener positions and train the staff to get caught up with assessments. Part of the challenge is that with the transition to the new State database, e-CIRTS, we have not had a report that will show us which clients have assessment due or over-due assessments to be able to get caught up. This concern has been shared with the Department and will be addressed in our improvement plan that is due at the end of the month.

The issue with APS referral documentation is an issue we are addressing with providers, providing training and additional quality assurance of their data entry. This will also be detailed in the improvement plan.

There were several recommendations made by the Department that staff are reviewing and considering for implementation. The report is attached to this report and the improvement plan will be presented to the Board before submitting to the Department.

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 community.

INCLUSION

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



There were no other findings out of all that they monitored. Overall, the report was outstanding, and staff are congratulated for their ongoing commitment to the work and our mission.

ENHANCED HCE

We received a three-party contract from DOEA that includes AHCA (The Agency for Health Care Administration) and us, for \$3,728,684.92, \$372,868.49 of which is for Administration. The grant period is through October 31, 2023. There is more detail at the end of this report. The Florida Association of Area Agencies on Aging (F4A) shared several concerns with the Department not least of which are:

- due dates for reports creating a burden on providers and the Area Agencies on Aging to process and submit on time
- financial penalty of \$100 a day for each day the report is late
- the ability to spend the funds by the end of the contract
- the ability to find vendors who can do the work, e.g., home modifications, ramps, etc. and
- the fact that there is no advance funding to be able to put deposits down with home repair vendors who are accustomed to having that.

There is language in the contract that required this funding to be competitively procured, but our own procurement policy and procedures, which we were directed to follow, state that in such cases where there is “an urgent or emergency situation when there is insufficient time to utilize another bidding process”, we may procure services non-competitively.

We are working with our Community Care for the Elderly Lead Agencies, who were previously competitively procured, to work with the active clients while we work to help with the clients on the waiting list through the use of temporary short term case managers. All this said, we gave the Department our word, that even with these concerns, we will do the best that we can to serve as many people as possible.

GRANTS

In December, Amazon granted each Area Agency on Aging in Florida \$10,000, 50 Ring doorbells and 50 sets of Alexa Shows. The Ring devices will help with safety concerns while the Alexa Shows will address loneliness and isolation felt by seniors. We are working with two agencies with whom we have a long history of partnering, Seniors on a Mission and BEAM, who will each receive a portion of the funding and the devices to distribute and install for their clients who could benefit from them.

USAgings was awarded \$75 million to establish and leverage partnerships and engagement with centers for independent living, area agencies on aging, state No Wrong Door systems, aging and disability resource centers, other ACL-funded disability networks, and other community-based organizations that serve older adults and disabled people. Older adults and people with disabilities who have been historically underserved and who face additional barriers to accessing vaccines, including but not limited to those who are from communities of color,

GUIDING PRINCIPLES

We Value:

Those we serve

Diversity, Equity, and Inclusion

Excellent and responsive service

Honesty, integrity, respect, and professional behavior

Results and accountability

Proactive, innovative and visionary efforts

Community collaboration

The knowledge, loyalty, commitment and unselfish team spirit of staff, volunteers, and providers

Our role as the leader in the aging network

Our role as an instrument of positive change



LGBTQ+, Native American, and/or at risk of institutionalization; have low income and/or limited English proficiency; and/or live in rural areas, are prioritized. The grant is non-competitive. We were approached by the CEO to see if we could be among one of the first area agencies on aging, along with a few others, to submit a grant request early and launch the services.

The grant will be to partner with other organizations and agencies to provide COVID and flu vaccine outreach and education and assist with getting shots into the arms of those most vulnerable. We will be partnering with our two Centers for Independent Living, several of our health departments, and others and we plan on hiring a Vaccine Outreach and Education Program Administrator. We are in the process of planning our proposal now. The grant will be through March of 2024.

DIVERSITY, EQUITY, INCLUSION AND BELONGING

ElderSource is one of twelve area agencies on aging in the country selected to participate USAging's Aging and Disability Business Institute's Health Equity Learning Collaborative. The learning collaborative will be an opportunity to obtain the knowledge and skill necessary to strengthen and sustain institutional accountability for health equity. We will be equipped with the understanding and capabilities required to build and maintain accountability mechanisms and institutional capacity essential to implementing, tracking and reporting on efforts to address health disparities.

IN THE COMMUNITY

Three of our staff, Kyle, Haley and Jennifer presented at the Disabled American Veterans Department of Florida Chapter Service Officer Certification Training. There were 150-175 Volunteer Chapter Service members from around Florida present. Staff were invited to present after a caregiver completed our Powerful Tools for Caregivers and connected us to the National Commander for Disabled American Veterans and the Executive Director/Adjutant for the State of Florida. As a result of that presentation, staff were invited to be a vendor at the City of Jacksonville's Military Affairs and Veterans Department Homeless Veterans Job and Resources Fair.

Staff have been participating in quarterly Community Coalitions to addressing efforts to improve healthcare in the communities. As a result of our participation, Tameka was invited by the Community Outreach Coordinator for the Florida Hospital Association to present at the Statewide Community Coalition event where she was asked to talk about the role of area agencies on aging in the community as well as on our ACL grant to develop the Network Lead Entity/Community Care Hub and our efforts there along with our partner agencies who will be in the provider network. Attending the meeting will be hospital leaders, post-acute facility leaders, departments of health, etc. from the various coalitions around the state.

We were connected by a Vice President at Baptist Hospital to the Jacksonville Humane Society to look into how we could partner with them to help older adults with pets. We are now able to refer clients to the Humane Society for help with food, sheltering and emergency sheltering for when an older adult owner has to go into the hospital, pet deposits at apartments, and so much more. A person's pet is so much more than that to them and this assistance is so greatly needed. We are excited about this new partnership and are already referring to them.

MISSION MOMENTS - QUOTES FROM CLIENTS

Senior to Senior

The help I received was right on time! The anxiety & the thought of facing homelessness? God sent Me an "Earth Angel" - Ms. Renee Sares who worked nonstop with Others to help Me. THANK U All !! ELDER SOURCE has given Me a new beginning in 2023. Happy New Year 🍷

Sherrie Bryant is an amazing person. Your organization is great for helping seniors in need! Knowing my mom can get her dental work and won't get an infection might just save her life!

T-CARE

"Hi Abby,

Just wanted to thank you and ElderSource for this wonderful gift. When you told me about it on the phone, I was speechless and emotional, and I know I didn't adequately tell you how much I appreciate it. Without question this was the best gift I could have received right now. Many thanks! I just completed my application and look forward to some help in the near future!

Happy New Year!" - Ju. Be.

"I really can't thank you enough for the support you've provided to me. I realize I haven't been the most available, but nothing you did went unnoticed or unappreciated. I thank you from the bottom of my heart. I would love to have a COA (?) here! I wish you happy holidays and everything wonderful life has to offer!

Thank you for everything. 🌟😊💬" - Ph. Cl.

"Kyle, I am ever so grateful and flattered that I was chosen [for holiday respite hours]. Unfortunately, hurricane Ian took out our house and our car and we have moved to Michigan to be with family. The move has been very difficult, but it will be worth it in the long run. I am so grateful for all the advice and listening that you and Abigail have done for me, and I will never be able to pay you. I wish you all happy holidays!" - Ph. Cl.

"I sure am grateful eternally because with the therapy y'all provided, I was able to get a great job and help situate my mom as much as possible. Thank you." -Sa. Bo.

Tablets:

"My husband really likes the tablet! It has been helpful to keep his mind busy during treatments." -Li Cr

"I am enjoying the tablet, doing ASL, and other activities to help with my memory." - Es. Ko.

"Appreciation is a wonderful thing: It makes what is excellent in others belong to us as well."— Voltaire

Enhanced HCE Contract

BACKGROUND: DOEA has been working with AHCA on a special project using ARPA funds to provide services to older adults that will help them to remain living independently. Originally, this was intended for active and waitlisted HCE clients. It has been expanded to include any client.

CONTRACT PERIOD: December through October 31, 2023. If there is additional budget authority, they may extend the contract.

CONTRACT TYPE: Cost Reimbursement

EXPECTATIONS:

Completion of a client-centered, home-based needs assessment that is evidence-based or aligned with best practices. The needs assessment shall include, but not be limited to, the following: the participant's physical living space (e.g., home modifications, weathering the home, infestation control, prevention of falls, burns, and injuries), access to technology (e.g., senior-friendly hardware devices), and connection to additional services such as caregiver support, community support, and care planning, which may include advanced care planning, if needed.

If the participant is enrolled in a Statewide Medicaid Managed Care (SMMC) health plan, then the Contractor will communicate with the enrollee's health plan case manager and coordinate health plan contribution to home modifications. The amount spent by the SMMC plan shall be recorded by the Contractor but not counted in the \$6,000 per participant cap.

All services are to be completed within six months of the needs assessment. Services are to be prioritized based on clients' needs, and to optimally increase function and independence for healthy living in home settings. All expenditures are to be reasonable and allowable.

Providers have to have **complaint procedures** that include resolving client dissatisfaction with services. Complaint procedures shall address the quality and timeliness of services, provider and direct service worker complaints, and any other issues related to complaints (other than termination, suspension, or reduction in services) that require the grievance process as described in Appendix D of the current DOEA Handbook. The complaint procedures shall include notification to all clients of the complaint procedure and include tracking the date, nature of complaint, and the determination of each complaint.

Clients, assessment, care plans and services have to be reported in **e-CIRTS**.

Signed Informed Consent must be obtained on all participants prior to any services being rendered (form will be with contract).

Signed Home Modification Authorizations must be obtained if necessary (form will be with contract).

DETAILS: \$6000 is allocated per client to provide expanded services. Occupational therapy, nursing, case management, home safety, and/or licensed contractor/subcontractor services shall be provided in an amount up to \$6,000 per participant as indicated on the needs assessment.

Funds not spent on one client can be used to go to a new client (but not to another client who may need services that would exceed the \$6,000. Services cannot exceed the \$6,000).

In addition to the needs assessment described above, there must be a 701B completed 45 days prior to services being provided and the care plan must reflect the need and the services. A 701B has to be completed after services are delivered, between 15 and 45 days.

SERVICES: Service can include, but are not limited to, case management, care coordination, occupational therapy (to assess the home and help with care plan), home modifications and home repair, assistive devices/technology, advanced care planning (e.g., Honor My Decisions).

Everything must be covered within the \$6,000.

Services have to be in accordance with the DOEA handbook.

Florida's 11 Aging & Disability Resource Centers (ADRCs)

"Proudly Serving Florida's Seniors for 57 Years"



Background/Overview:

- Florida's 11 Aging & Disability Resource Centers (ADRCs) [a.k.a. Area Agencies on Aging - "AAAs"], are established by Chapters 20 & 430, F.S., and the Federal Older Americans Act of 1965, as amended by Congress.
- ADRCs are regionally located, operating under contracts with the Florida Department of Elder Affairs ("DOEA"), providing seniors, adults with disabilities, caregivers, and families with a "One-Stop-Shop" for information, eligibility, and access to Florida's long-term care programs.
- Programs administered by ADRCs include Community Care for the Elderly (CCE); Home Care for the Elderly; Older Americans Act (OAA); Alzheimer's Respite Care; Local Service Programs (LSP); Adult Care Food Program (ACFP); Medicare Counseling (SHINE Program); Elder Abuse Prevention/Training and; Emergency Home Energy Assistance for the Elderly.

These programs help seniors remain at home safely and with dignity and help seniors avoid or delay the need for more costly, less preferred institutional care.

• Florida's ADRCs:

- ✓ Assist Consumers with Eligibility, Intake and Screening for long-term care programs, including Statewide Medicaid Managed Long Term Care (SMMLTC).
- ✓ Locally operate Florida's Statewide 1-800 Elder Helpline for seniors and adults with disabilities
- ✓ Manage State & Federally funded Home & Community Care senior programs

2023 Legislative Priorities

Priority 1: Workload Increase – ADRC Operations \$1,650,197

Justification: Florida's rapidly growing senior population and the growing needs of seniors are placing increased operational demands on the 11 ADRCs. Workload is rapidly overwhelming existing staff, causing excessive turnover (30-50%) for critical functions affecting consumer services including Elder Helpline, consumer intake and eligibility screening, and Medicaid managed long term care enrollment and eligibility assistance.

Additional funding is critical to support ADRC operational demands and ensure that Florida's seniors receive timely and appropriate services needed to help them remain at home safely and avoid or delay the need for more costly nursing home care. **(This issue is included in the DOEA Legislative Budget Request for FY 2023-24)**

Priority 2: Add Conforming Bill Language regarding area agencies on aging, as defined by s.430.203(1), F.S., allowing ADRCs to carry forward up to 10% of unexpended state General Revenue funds for the Community Care for the Elderly program from one fiscal year to the next. (This recommendation mirrors Florida Law relating to Lead Agencies under contract with the Dept. of Children & Families [see s.409.990 F.S.] relating to "Funding for lead agencies.")

Recommended Language Amending s. 430.204(7), Florida Statutes

(7) Funds appropriated for community care for the elderly must be used only for the provision of community-care-for-the-elderly core services, case management, and directly related expenditures. The department may provide advance funding for the community-care-for-the-elderly program. An area agency on aging may carry forward documented

Florida's 11 Aging & Disability Resource Centers (ADRCs)

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unexpended state funds from one fiscal year to the next; however, the cumulative amount carried forward may not exceed 10 percent of the area agency's planning and service area allocation for the community care for the elderly program. Any unexpended state funds in excess of that percentage must be returned to the department.

(a) The funds carried forward may not be used in any way that would create increased recurring future obligations, and such funds may not be used for any type of program or service that is not currently authorized by existing contracts.

(b) Expenditures of funds carried forward must be separately reported to the department.

(c) Any unexpended funds that remain at the end of the contract period shall be returned to the department.

(d) Funds carried forward may be retained through any contract renewals and any new procurements as long as the same area agency on aging is retained by the department.

Justification: Program expenditures are difficult to project, creating year-end surplus-deficit challenges because of multiple, uncontrollable factors including:

- Care plan fluctuations due to changing client care needs, acute care episodes, and client attrition
- Financial impact of Adult Protective Services referrals from the Dept. of Children & Families



Priority 3: Support Increased Funding to Serve the Most At-Risk Seniors on the DOEA Waiting List for Florida's General Revenue-funded Home and Community Care Programs Including:

- Community Care for the Elderly
- Alzheimer's Disease Respite Care
- Home Care for the Elderly

Justification:

- There are presently over **41,000** seniors who have been assessed and placed on the Dept. of Elder Affairs Waiting List that are most at risk of nursing home placement (Risk Level 4 & 5).
- Florida's senior population continues to grow rapidly and by 2030, is projected to exceed 7.3 million seniors. Over 1.7 million seniors will be age 80+, those most likely to require long term care services.
- State-funded programs including Community Care for the Elderly, Home Care for the Elderly, and Alzheimer's Respite Care offer a significant, cost-effective alternative to nursing home care by providing seniors and their caregivers critically needed help at home and in their communities. Increased funding will provide help to seniors who are presently on the waiting list and are the most at-risk for nursing home placement.



Priority 4: Expand Affordable Housing Programs that Reduce Seniors at Risk of Homelessness

Justification:

- ADRCs are encountering increased Elder Help Line calls and community referrals by seniors confronted with the loss of affordable housing. Many of these seniors are at imminent risk of homelessness.
- An increasing number of seniors living on fixed incomes are facing large rent increases they cannot afford, or the loss of their home as rental properties are sold for other development purposes.
- ADRCs support new legislative initiatives to address Florida's affordable housing needs. ADRCs urge the Legislature to develop solutions that address the growing urgency of seniors living on fixed incomes who are now facing homelessness due to a lack of affordable housing.

ElderSource
Budget/Finance and Personnel Joint
Committee Meeting via Zoom
<https://zoom.us/j/755470668>
Thursday, January 12, 2023
2:00 PM

Present

Melissa Gilreath
Juliet Williams
Ed Salek, Chair

Staff

Trina Nullet, Chief Financial Officer
Jessica Del Rio, Executive Expediter

Meeting Called to Order

Ed Salek, Finance Committee Chair, called the meeting to order at 2:02 PM, and a quorum was present.

Review of the Minutes

Melissa Gilreath moved to approve the Finance Committee minutes from October 28, 2022, as presented. Juliet Williams seconded the motion. The motion was approved without opposition.

Financial Report

Trina Nullet highlighted the financial reports for October 2022. She stated that overall we have no financial concerns. She stated that total operating revenue is \$3,935,350.73 and personnel cost is \$2,636,175.00.

Trina stated that our Human Resource department is searching for candidates to fill several vacancies. Overtime has been approved for Individual Grants to stay current.

We will present the close-out of the year and budgets in the next meetings.

The Committee suggested that we look into an investment plan with unrestricted funds.

Motion:

Juliet Williams moved to approve the preliminary Financial reports for October 2022 as presented. Walette Stanford seconded the motion. Motion carried without opposition.

The meeting adjourned at 2:09 PM.

Minutes prepared by Jessica Del Rio, Executive Expediter

Programs Committee Minutes
10688 Old St Augustine Rd
Thursday December 15, 2022
11:00 AM
Via Zoom

Present

Dr. Sandy Robinson, Chair
Barbara Greene
Grady Williams
Viv Dietrich

Staff

Tameka G. Holly, COO
Trina Nullet, CFO
Terika Scatliffe, Prgs Compl. Mgr.
Kyle Sanchez, Bus. Develop. Mgr.
Janet Dickinson, Planner
Sherry Holmes, Admin. Assistant

Absent

Darryl Banks
Joya Bond

Meeting Called to Order

Dr. Sandy Robinson called the meeting to order at 11:01 AM.

Approval of Minutes

A motion to accept the October 20, 2022 minutes was made by Barbara Greene and seconded by Viv Dietrich. Motion was unanimously approved.

Programs Report

Terika Scatliffe, Programs Compliance Manager reviewed the Report Highlights and noted that Adult Protective Services (APS) had accepted all high risk referrals. Fewer errors are noted as files are reviewed monthly. Monthly expenditures are going as expected. The Older American Act (OAA) contracts are in the fourth quarter and General Revenue (GR) contracts are in the second quarter. The Title Transfer and Carry Forward amendments were received in November. The amendment included an increase in all of our OAA Programs. Providers only had two months to spend these additional funds. The Department of Elder Affairs (DOEA) was notified of a potential surplus by contract end (December 31, 2022). The Veteran Directed Care Program continues to grow with currently 26 Veterans enrolled in Orlando and 58 Veterans in Gainesville.

Contract Updates:

American Rescue Plan contracts are still in process and year 2 installments will become effective January 1, 2023.

All Title Transfer and Carry Forward amendments have been sent to the Providers.
ADI and CCE contract increase amendments have all been sent to the Providers.

Surplus Deficit

Terika reviewed the Surplus Deficit slides with the Committee and noted that ADI and CCE received increases. Providers are adding clients and increasing services to be on track.

General Revenue

Alzheimer Disease Initiative (ADI)

There are no concerns in spending out as this contract just started.

Community Care for the Elderly (CCE)

There are no concerns in spending out as this contract just started.

Home Care for the Elderly (HCE)

This Program is slightly under in spending. Expenses are expected to increase in the coming months.

Local Service Programs (LSP)

There are no concerns in spending out as we are currently within 1% of where we should be.

Respite for Elders Living in Everyday Families (RELIEF)

This Program is slightly under in spending out. Expenses are expected to increase in the coming months.

Nutrition Services Incentive Program (NSIP)

A surplus of funds may be available at this time by contract end.

Emergency Home Energy Assistance Program (EHEAP)

There are no concerns with spending out in this Program.

Older American Act (OAA) Programs

- Title IIIB (*Support Services*)
- Title IIIC1 (*Congregate Meals*)
- Title IIID (*Health and Wellness*)
- Title IIIC2 (*Home Delivered Meals Programs*)
- Title IIIE (*Care Giver Support Program*)

Terika noted that there will be more spending in these Programs due to the increase funding received from the DOE. Providers are making arrangements to spend down and at this time a surplus of funds may be available by contract end.

ADRC Summary Report

Renee Knight, VP of Community Services was not present to review the ADRC Summary with the Committee. The report detailed the following information:

- Helpline
- Intake & Screening Team
- Medicaid Eligibility Team
- SHINE/SMP/MIPPA

Dr. Robinson allowed time for the Committee to read over Renee's notes and to ask questions. There were no questions.

Caregiver Support Programs

Kyle Sanchez, presented information on the following Programs:

Powerful Tools for Caregivers: The class schedule for 2023 has been finalized for five classes. Staff is working with the Communications Department on marketing for those classes.

TCARE: This Program had an uptake in referrals for November. ElderSource has partnered with a company called "YouMeCare" that provides professional respite services. Some grant funding was used to do a small Pilot Program providing 8 hours of respite to 26 caregivers in the Program. 80% of the people have responded and signed up now have a pending schedule of the assistance coming in. This is a new partnership and we received \$100,000 from the Humana Foundation and will use about \$34,000 to continue this partnership into 2023 with a bigger impact.

Senior to Senior:

Kyle noted the Program is fully staffed. Staff identified seniors to adopt during this holiday season. This Program is two months into the new grant year with Moran and on track for serving 130 clients with \$135,000.

Healthcare Navigator:

This is a new Program that is being developed. A poll was sent out through the Communications Department to the community to see what features of health service the community is most interested in. There were a variety of interests: being present with the individual to assisting with applications for Medicaid. (See the results on Kyle's presentation slide).

Tameka told the group that we have received cases and requests for help from the Attorney General's office with navigating the Medicaid process, which we already do for eligibility. This is an area that we are focusing on to utilize the Healthcare Navigator position. Tameka anticipates the Healthcare Navigator position to be filled by the first quarter of next year pending the launching of many new Programs and transitioning of staff.

Tablet Program:

ElderSource started a Tablet Program funded through the American Recovery Plan Act (ARPA). The tablets are supplied by a company called It's Never too Late (iN2L) and are specifically designed for older adults and family caregivers. The goal of the Program is to decrease isolation and loneliness. Fifty tablets were ordered, assigned and delivered. Monthly usage reports are provided, showing total number of hours each client has used each feature. Lower usage is expected around the holiday months.

Telephone Reassurance (TR) Program: The TR Program had seen a steady decrease in April, when internships concluded, as they would contact participants on the waitlist for permanent matching. The decrease continued as a primary staff member resigned, volunteers were lost due to life events. October was the first month where staff did not rely on self-reporting to know the number of calls made. In November there was a slight increase in calls, volunteers and participants. Staff anticipates this trend to move upward with participant and volunteer applications available on line. There are a total of 34 active volunteers participating in this Program.

DEIB Update

Janet Dickinson, Planner presented an overview of the DEIB Update 2022 as it relates to our Programs. Analyzed data came from three population groups: 60+ Population data from the DOEA profiles of older Floridians, Active clients and Waitlist client data. Janet noted the six individual indicators that can be related to DEIB:

- Gender
- Living Alone
- Minority
- Hispanic
- At Poverty Level
- Limited English Proficiency

Janet described the takeaways, findings and suggested recommendations for each of these indicators. (See Power Point slides for details). Janet would like to look at dual factors on the next point-in-time report by gathering any available data on other minority-specific groups (Asian, African-American, etc.) and indicators (i.e. minorities living in poverty). The Committee had no questions and complimented Janet on a great job on such a detailed report. Janet advised the group that they could contact her regarding any related questions, concerns or issues and offer suggestions for future reporting.

Tameka introduced Trina Nullet our new CFO who is replacing James Lee.

There was no further business for discussion and the meeting was adjourned.

Meeting adjourned at 12:01 PM

Minutes prepared by Sherry Holmes, Administrative Assistant

**Advisory Council Meeting
10688 Old St Augustine Rd
Thursday December 1, 2022
12:30 PM**

Via Zoom

Present

Cheryl Jefferson, Chair – Duval
Ingrid Montgomery – Duval
Barbara Solomon – Flagler
Bernie Fitzgerald – Flagler
Chernice Benjamin – Nassau
Latonja Best – St. Johns
Dr. Ashley Jennings – Volusia

Staff and Guest

Tameka G. Holly, COO
Janet Dickinson, Planner
Sherry Holmes, Admin. Assistant
Carrie Petesch, Advocate

Absent

Patricia McDonald – Baker
Leslee Dike – Baker
Diane Eckert – Clay
Stevie Taylor Sr. – Clay
Earnest Berrian – Duval
Valerie Thomas – Duval
Caryn Prather – Flagler
Albert Abbatiello – St. Johns
Carol DeMarco – St. Johns
Frances Chew – Volusia
Hortense Geter – Volusia

Meeting Called To Order

Cheryl Jefferson called the meeting to order at 12:30 PM.

Roll Call

Sherry Holmes, Administrative Assistant called the roll and a quorum was present.

Approval of Minutes

A motion to approve the minutes from the October 20, 2022 meeting was made by Bernie Fitzgerald and seconded by Barbara Solomon. Motion passed unanimously.

SHINE and Medicare Benefits

Carrie Petesch, SHINE Advocate gave an informative presentation on SHINE (Serving Health Insurance Needs of Elders) and Medicare Benefits. Carrie noted that the SHINE Program can be offered because of a grant received from the Department of Elder Affairs (DOEA). Our volunteers are educated by the DOEA on anything Medicare and Medicaid related. These volunteers are the backbone of SHINE and are the reason why this program is so successful. SHINE volunteers offer:

- Free unbiased and confidential counseling to Medicare beneficiaries.
- Counseling in the health and drug plan choices.
- Help with billing and appeals issues, financial assistance programs and Long Term Care planning.
- Assistance and support if anyone thinks they have been a victim of Medicare fraud.

Medicare is a Federal Health Insurance Program. It is for United States citizens that are 65 and older but there are some exceptions: Those include people that are under 65 but have been diagnosed with ALS, in stage renal disease, or for people who have been on disability for 24 consecutive months. They automatically qualify for Medicare in month 25. People that have been legal residents of the United States for 5 years also may qualify for Medicare. All of these groups are kept in mind when SHINE advocates are out in the community.

Carrie explained the Medicare Basics to the group: (see attached poster)

Original Medicare

A & B

Part A – (Hospital) Some pay premiums; all pay deductibles.

Part B – (Medical) All pay premiums and deductibles.

Optional Coverage:

MEDIGAP – Medicare Supplement bridges Medicare cost gaps.

Part D – Prescription

Premiums and deductibles vary for both.

Medicare Advantage

Part C – Includes both A&B (Hospital and Medical) premiums and deductibles vary.

Most Include:

Part D – Prescription, premiums and deductibles vary.

Financial Assistance

Prescription Assistance – Helps pay for premiums, deductibles and copayments.

Medicare Savings Programs – Helps pay for premiums, deductibles and copayments.

There were a lot of questions and a great discussion regarding Medicare:

- Why choose Advantage over Original Medicare?
- Advantage locks me into preselected doctors and I do not like that.
- There is a myth that the Medicare Advantage Plan when used outside of the State you reside in, will cover a catastrophe but not a minor event. Can you clarify?
- Is it true that you get different care when traveling?
- How can SHINE volunteers keep from being bias?
- Can SHINE volunteers come out and do a presentation in St. Johns County at a local library?
- Is there still time to meet and review Plans?

Carrie addressed all of these questions and provided additional information to the group. Carrie shared with the members, the process of recruiting volunteers and how to become a volunteer so that Advisory Council members can go back into their communities and share this information.

Methods of contacting SHINE:

- FLORIDASHINE.ORG website
- Dial the Statewide phone number 800 963-5337
- Dial ElderSource toll free 888 242-4464.

The group was very pleased with this presentation and thanked Carrie for the information. They all acknowledged that they learned a lot from this presentation.

Cheryl Jefferson informed the group that Janet Joiner of Clay County has resigned. Cheryl requested that the group share any interest from individuals or if members would like to refer someone to please do so.

County Reports

Baker

No Representation

Clay

No Representation

Duval

Ingrid Montgomery

- Ingrid reported that there will be a Holiday Celebration for seniors at the Prime Osborne Center this Saturday, December 3 from 1:00 – 4:00 PM. The event is free.

Flagler

Bernie Fitzgerald

- Bernie noted that a volunteer food drive is being held over the next two weeks to raise food for Second Harvest.

Nassau

Chernice Benjamin

- Chernice reported that on Saturday, December 3 West Nassau Historical Society will host their 49th Callahan Christmas Parade and Craft Fair. There are vendor openings from 9:00 AM – 3:00 PM.
- The 11th Nassau Art at the Callahan Depot Art Show will be held on Saturday, January 28 from 10:30 AM – 2:30 PM. They are asking for vendors to help.
- Chernice informed the group that there is a \$35 cap on insulin medication that most people are not aware of.

St. Johns

Latonja Best

- Nothing to report.

Volusia

Dr. Ashley Jennings

- Nothing to Report.

Old Business

Tameka G. Holly, gave a brief update on the Strategic Plan. The Strategic Plan Task Force recently held their second meeting and the Plan is moving along quite favorably. Our Strategic Plan Consultant will host a guided tour to present participants with a broad overview of our vision and a draft of our goals and objectives, allowing for feedback. Linda Levin, CEO has sent out an email inviting the Advisory Council as well as others to participate in the tour. There are two dates to choose from and only one date should be selected. Please contact Sherry Holmes, if you have not received this email.

New Business

The Advisory Council members decided that the topic for their next meeting will be on “Dementia, Categories and the Challenges”. Members suggested that the topic for the second meeting in 2023 should be on “Long Term Care Insurance”. Cheryl will advise Janet Dickinson, Planner that these are the topics selected for future discussions.

Bernie informed the group that he has a DVD by Teepa Snow, a Dementia expert that he is willing to share in the next meeting.

There was no further business and the meeting was adjourned.

Meeting Adjourned at 1:30 PM

Minutes prepared by Sherry Holmes, Administrative Assistant

These minutes were adopted by vote of this Advisory Council on _____.

(Date)

Secretary: _____ Stevie Taylor



Northeast Florida Area Agency on Aging dba ElderSource

CEO Evaluation Report

November 2022

Report summary

Self-assessment	Done
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Respondent statistics

Group	Completed responses	% complete
Board Members	20/28	71%

Compare the number of people who finished your assessment to the number of people invited to participate.

Report for Linda Levin

Introduction

By conducting an assessment, the chief executive has the opportunity to receive the needed insight into his or her strengths, limitations, and overall performance. The assessment of the chief executive is an opportunity for the board to express support for the executive and strengthen his or her performance in the future. The consequences of failing to assess the chief executive can lead to mistrust, strained working relationships, ongoing poor performance, and even turnover.

The survey uses a 5-point rating scale based on the following definitions:

- 1 - Unsatisfactory
- 2 - Needs Improvement
- 3 - Meets Expectations
- 4 - Exceeds Expectations
- 5 - Exceptional
- NA / Don't Know

Tips on how to interpret your results and determine action:

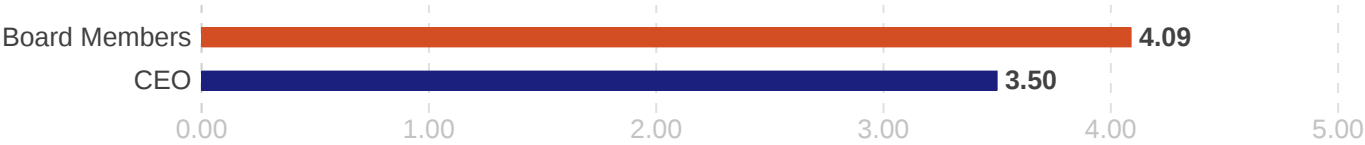
Do:	Don't:
<ul style="list-style-type: none">• Look at feedback holistically• Identify themes in strengths and opportunities for improvement• Prioritize a few focus areas to add to your development plan• Understand that everyone has opportunities for improvement	<ul style="list-style-type: none">• Try to figure out who said what• Focus on one positive or negative score/comment• Create a development plan around every item• Be discouraged that you have opportunities for improvement

This summary report is designed to guide the board and the chief executive through an effective dialogue. The goal of this dialogue is to provide insight into the board's perception of the chief executive's strengths, limitations, and overall performance and to foster the growth and development of the chief executive. This process is meant to be a learning experience and we believe it is only through discussion of this type that the chief executive and their board can chart a course of action and make progress in fulfilling the association's mission.

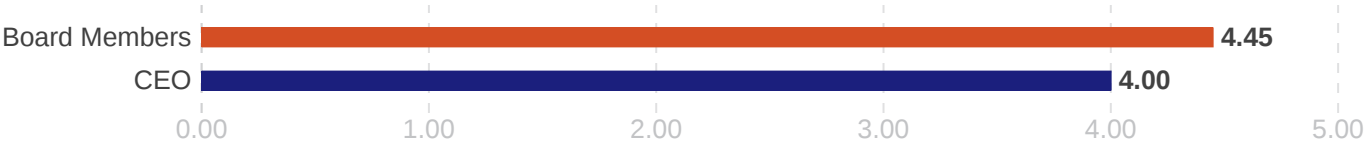
The scores from the chief executive appear in a separate column from those of the board in aggregate. By doing so, the board can compare its overall responses to those of the chief executive. Responses to the open-ended questions appear as they were entered.

Scoring Overview for Linda Levin

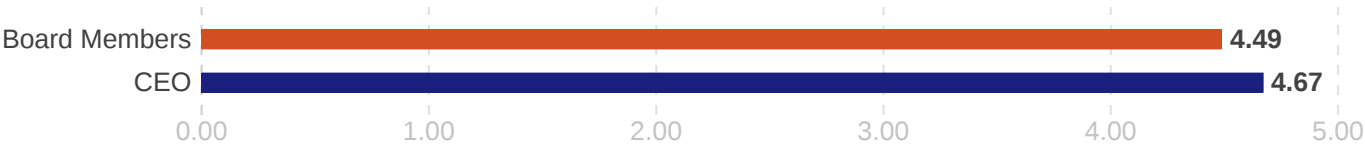
Goals



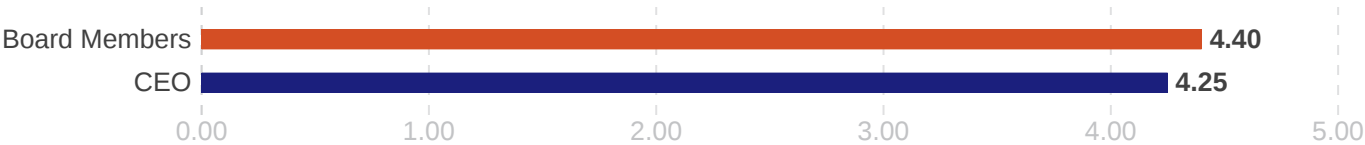
Planning



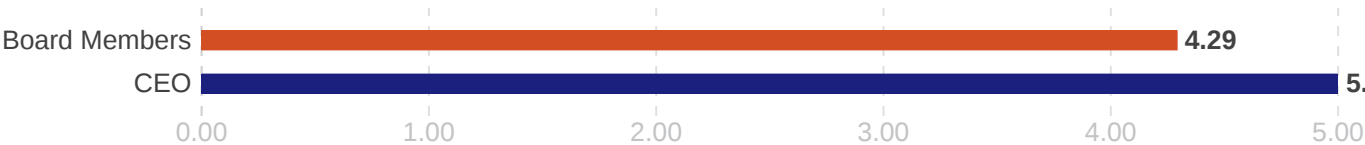
Administration



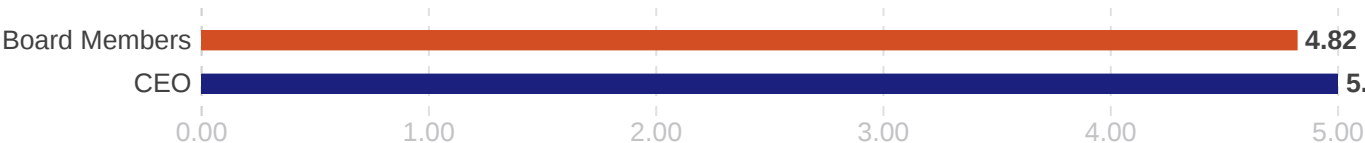
Board Relations



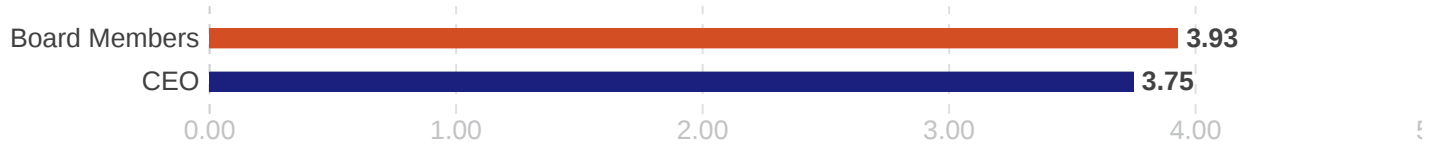
Financial Management



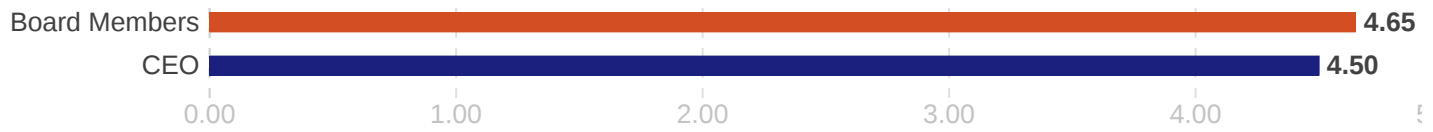
Communications/Public Relations



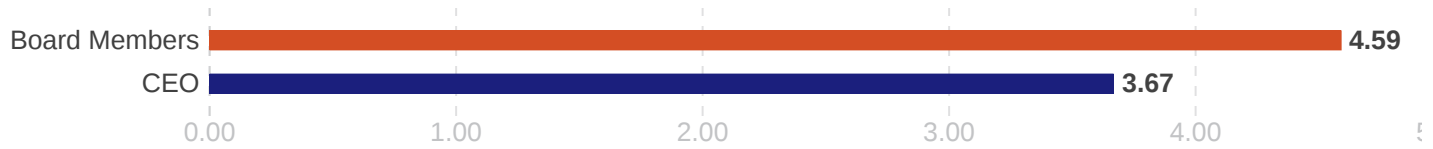
Fundraising



Leadership Skills

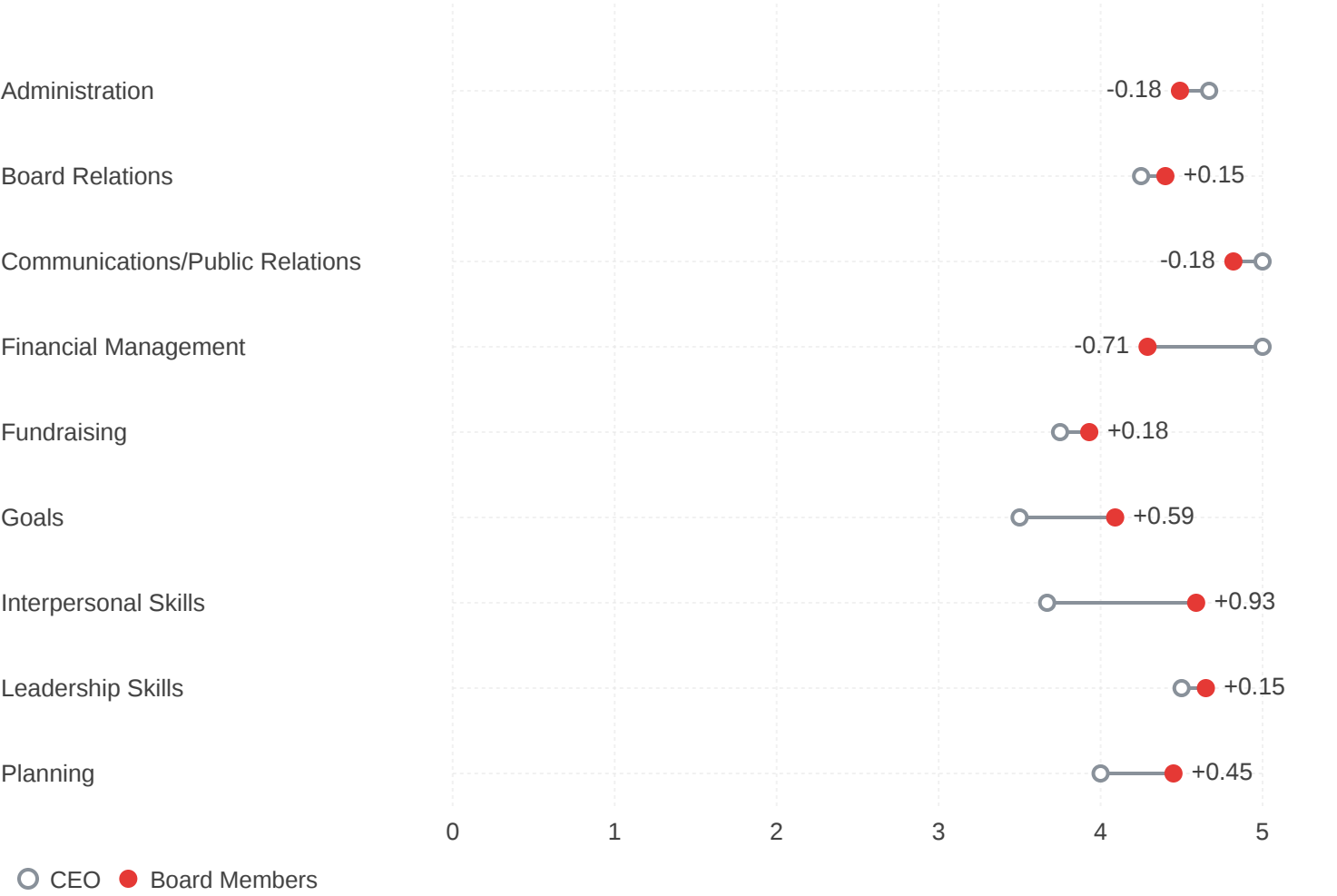


Interpersonal Skills



The gap chart displays the difference in scores between the Board Member's rating and the CEO's self-rating. For example, in the case of self-ratings vs. how Board Members rated the CEO, a positive(+) difference means others rated the CEO higher than the rating the CEO provided for themselves. A negative(-) difference means Board Members rated the CEO lower than the CEO provided for themselves.

Gap chart



The gap chart indicates the +/- difference between two rater groups.

The high/low chart displays items based on the areas where Board Members rated the CEO highest and lowest. The "Rank" number in the left column may be duplicated due to tied scores.

High and low scores

Highest scores

Rank	Scoring category	Item	Average
1	Leadership Skills	3.1a A clear commitment to the organization's mission and values	4.85
1	Communications/Public Relations	2.5b Served as a strong public advocate for the organization's mission and message	4.85
1	Communications/Public Relations	2.5a Served as an articulate and effective spokesperson for the organization	4.85
2	Administration	2.2a Displayed a thorough knowledge of the organization's mission area and programs	4.84
3	Leadership Skills	3.1b An ability to motivate and engage others in advancing the mission of the organization	4.75
3	Communications/Public Relations	2.5c Established and maintained positive relationships with individuals and groups that impact the success of the organization	4.75

Lowest scores

Rank	Scoring category	Item	Average
1	Fundraising	2.6b Ensured that the organization developed appropriate fundraising strategies and policies for securing donated funds	3.78
1	Fundraising	2.6c Effectively involved the board in implementing the organization's fundraising program	3.78
2	Goals	1. Fundraising: Work with parent board to define expectations	3.90
3	Goals	2a. Board Interaction: Resume live orientations and one-on-one check-ins	3.95
4	Administration	2.2d Recruited, developed, and retained the staff needed to implement the annual work plan	4.00
4	Fundraising	2.6a Served as an effective fundraiser in the procurement of donated funds (includes individual, private, corporate, foundations, and other donations).	4.00

Hidden strengths shows where Board Members rated the CEO higher than the CEO rated themselves. Areas for improvement shows where Board Members rated the CEO lower than the CEO rated themselves. Both sections are ranked from largest to smallest gap. The "Rank" number in the left column may be duplicated due to tied scores.

Hidden strengths/Improvement areas

Hidden strengths

Rank	Scoring category	Item	CEO	Board Members	Gap
1	Interpersonal Skills	3.2f The ability to accept constructive criticism	3.00	4.50	+1.50
1	Interpersonal Skills	3.2e The ability to balance diverging and competing points of view	3.00	4.50	+1.50
2	Goals	2b. Board Interaction: Plan with the Board Chair opportunities for Board and staff leadership to network	3.00	4.25	+1.25
3	Goals	2a. Board Interaction: Resume live orientations and one-on-one check-ins	3.00	3.95	+0.95
4	Goals	1. Fundraising: Work with parent board to define expectations	3.00	3.90	+0.90

Areas for improvement

Rank	Scoring category	Item	CEO	Board Members	Gap
1	Board Relations	2.3d Engaged board members, collectively and individually, in understanding and making sense of the organization's environment, challenges, and potential	5.00	4.25	-0.75
1	Financial Management	2.4d Implemented appropriate internal controls to protect the organization from fraud and abuse	5.00	4.25	-0.75
2	Financial Management	2.4c Presented the annual budget and financial statements in a timely and accurate manner for review and action by the board	5.00	4.26	-0.74
3	Goals	3. Staff Development: Evaluate staff and potential for future rolls for individuals, progression through the organization, succession planning. Invest in staff development.	5.00	4.28	-0.72

4	Financial Management	2.4a Made sound financial decisions and recommendations based on a thorough understanding of the organization's overall financial picture	5.00	4.32	-0.68
4	Financial Management	2.4b Allocated financial and human resources appropriately to achieve the organization's goals and objectives	5.00	4.32	-0.68

Section One: Annual Performance Goals

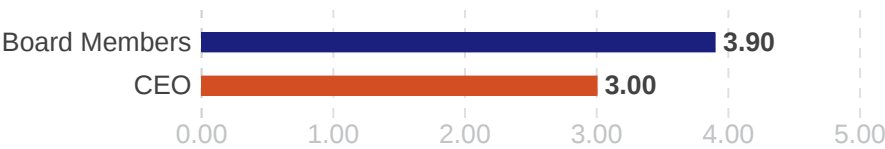
(Average Overall Score For This Section: 4.06)

Annual performance goals help the chief executive set direction and priorities, and serve to clarify expectations between the board and the executive.

The chief executive's annual goals can focus on organizational priorities (e.g., increasing public awareness of the organization or doubling the membership), leadership tasks that the executive has been charged with (e.g., reorganizing a specific department in the organization or increasing the number of public appearances on behalf of the organization), or professional development goals (e.g., appropriately delegating responsibility to other staff or improving personal communication skills).

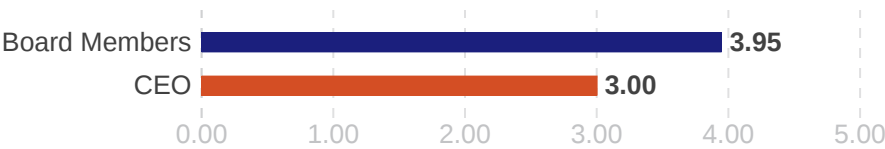
Scoring overview

1. Fundraising: Work with parent board to define expectations



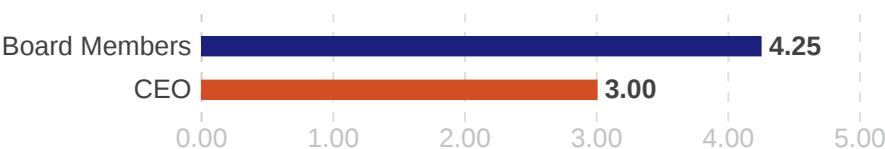
Unrecognized strength
There is discrepancy between the CEO's self-rating and the ratings from Board Members.

2a. Board Interaction: Resume live orientations and one-on-one check-ins



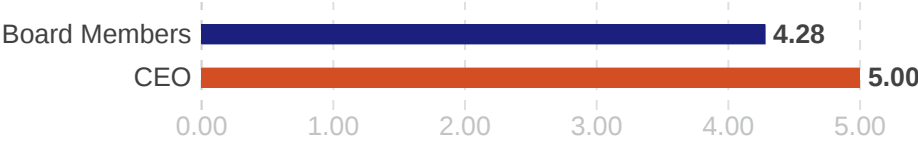
Unrecognized strength
There is discrepancy between the CEO's self-rating and the ratings from Board Members.

2b. Board Interaction: Plan with the Board Chair opportunities for Board and staff leadership to network



Unrecognized strength
There is discrepancy between the CEO's self-rating and the ratings from Board Members.

3. Staff Development: Evaluate staff and potential for future rolls for individuals, progression through the organization, succession planning. Invest in staff development.



Recognized strength
CEO and Board Members agree this area is a top strength.

Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

Displayed below in this table is the percent of board members that selected a rating for each question in this section

						20 Responses	
Field	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total	
1. Fundraising: Work with parent board to define expectations	0.00%	5.00%	25.00%	45.00%	25.00%		
2a. Board Interaction: Resume live orientations and one-on-one check-ins	0.00%	5.00%	25.00%	40.00%	30.00%		
2b. Board Interaction: Plan with the Board Chair opportunities for Board and staff leadership to network	0.00%	0.00%	15.00%	45.00%	40.00%		
3. Staff Development: Evaluate staff and potential for future rolls for individuals, progression through the organization, succession planning. Invest in staff development.	0.00%	0.00%	22.22%	27.78%	50.00%		

1.0 Do you have specific comments about the chief executive's performance on these annual goals?

Board Members

I consider the Chief Executive to be a person of extraordinary vision. She has a clear idea where the organization should be headed and a determination to move quickly forward. I do have some concern, however, that her vision and work ethic may not be fully bought into by subordinate staff.

I particularly appreciate Linda's engagement with Board members and calm, confident leadership. That's not to say that she doesn't get excited about future opportunities for growth and expanded service to our public, but a steady hand at the wheel is very valuable for any AAA.

Last year fundraising was a matter noted. Haven't seen reports demonstrating super charged efforts and fundraising results in 2022. I may have missed though.

Linda continues to do an excellent job! Although I know it is difficult, continue to plan 1:1 with Board Members. It would be good also to understand the succession planning for ElderSource.

Linda leads from the front and has provide/created several opportunities for board interactions.

Linda sets pertinent and achievable goals and pursues them throughout the year.

Mrs. Levin is an incredible representation of ElderSource & all affiliations. She demonstrates strong visionary and service-oriented leadership, which helps guide the organization(s) & their work. It's a pleasure to work with her!

Outstanding performance in all regards. I particularly appreciate Linda keeping clear lines of communication and her commitment to staff development.

none

CEO

These goals are difficult to measure. There were questions at the beginning of the year related to fundraising what is considered fund raising (e.g. grants, events, donors, etc.). The subcommittee meeting ended with this being discussed as part of Strategic Planning. This was given to the consultant. The Strategic Planning process is still ongoing. With respect to planning with the chair opportunities for Board and staff leadership interactions, though there was no formal planning, staff leadership and Board members interact regularly through committee work and other communications/projec...

Section Two: Core Competencies for Nonprofit Chief Executives

While there is no single model for effective nonprofit leaders, a number of core areas of responsibility are essential for success. These competencies -- planning, administration, board relations, financial management, communications and public relations, and fundraising -- will be covered in this section. At the end of this section, you will also have an opportunity to include additional comments.

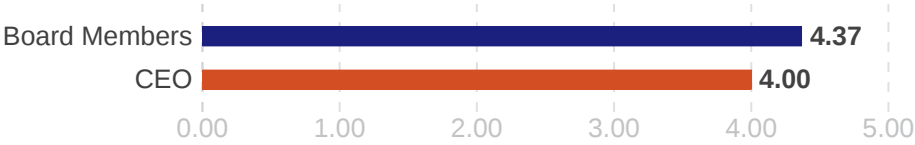
2.1 Planning

(Average Overall Score For This Section: 4.43)

Preparing for the future is one of the most critical leadership responsibilities of the chief executive. Working with the board, the chief executive must develop a shared vision for the future of the organization, build understanding around the mission, and develop appropriate goals and strategies to advance that mission

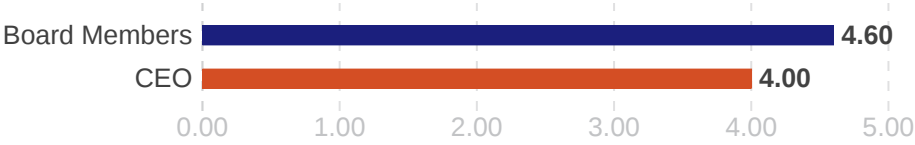
Scoring overview

2.1a In collaboration with the board, articulated a clear vision for the future of the organization



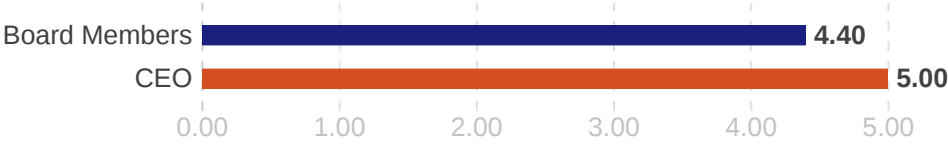
Recognized strength
CEO and Board Members agree this area is a top strength.

2.1b Used the mission of the organization as a guide in making decisions



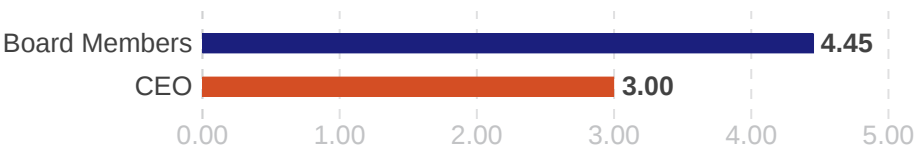
Recognized strength
CEO and Board Members agree this area is a top strength.

2.1c Engaged the board in meaningful strategic thinking about the organization



Recognized strength
CEO and Board Members agree this area is a top strength.

2.1d Developed appropriate goals and objectives to advance the mission



Unrecognized strength
There is discrepancy between the CEO's self-rating and the ratings from Board Members.

2.1e Effectively led the staff in implementing strategic objectives and annual goals



Recognized strength

CEO and Board Members agree this area is a top strength.

Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						20 Responses
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total
2.1a In collaboration with the board, articulated a clear vision for the future of the organization	0.00%	5.26%	10.53%	26.32%	57.89%	
2.1b Used the mission of the organization as a guide in making decisions	0.00%	0.00%	10.00%	20.00%	70.00%	
2.1c Engaged the board in meaningful strategic thinking about the organization	0.00%	5.00%	5.00%	35.00%	55.00%	
2.1d Developed appropriate goals and objectives to advance the mission	0.00%	0.00%	10.00%	35.00%	55.00%	
2.1e Effectively led the staff in implementing strategic objectives and annual goals	0.00%	0.00%	15.79%	26.32%	57.89%	

2.1 Do you have any specific comments about the chief executive's performance on this core competency?

Board Members

Excellent work with year regarding the strategic plans for ElderSource and the work on DEI!

Mrs. Levin provides the necessary resources and skillsets as required to accomplish goals.

I again give Linda highest marks for her goal setting, vision, implementation of that vision, and engagement. Having said that, we all need to be flexible and realistic. Eldersource doesn't operate in a vacuum. We have the political, legislative, regulatory, and fiscal/economic risks to navigate in the next year to 5-years. Still, I am also encouraged and confident in her aggressive vision and goals.

Linda is a very high achiever and could probably place more responsibilities on the board than she does.

Linda is a seasoned leader and takes an organized and on-going approach to goal setting and attainment.

Her vision for the organization is clear, but the nuts and bolts of implementation planning are less so. Perhaps, a focus on one or two goals at a time would be helpful.

Outstanding focus and passion for the organization. Clear in each interaction.

As a Member of the MMS Board, it is still unclear to me the future vision for this organization and why we need it separate from the parent. I am still unclear whether the purpose of this entity is to be a network lead entity to engage providers or purely caregiver support services. It is unclear to me exactly what the vision is for the types of services we will be contracting for. I also understand this is a new organization. This is the only area I think needs improvement.

None

Linda communicates the vision of the organization very well.

CEO

We timed our Strategic Planning process this year to coincide with two other major projects: our needs assessment and the infrastructure development work of MMS. While we completed the work under the previous plan, we are still in middle of the current process without new goals being set as yet. While we are between strategic plans, I and staff continue to work to advance our mission and finding ways to serve more people and provide more services. Examples include the development of the Network Lead Entity (MMS) to be in position to negotiate contracts with health plans statewide that will generate additional revenue for services, starting new services to support caregivers and to address loneliness and isolation, continuing to grow the Veterans Directed Care program, complete the needs assessment that is used for planning and launching the Foundations to Aging Certificate of Completion (ElderSource Institute) to provide information to people serving older adults that will enhance their knowledge and service delivery.

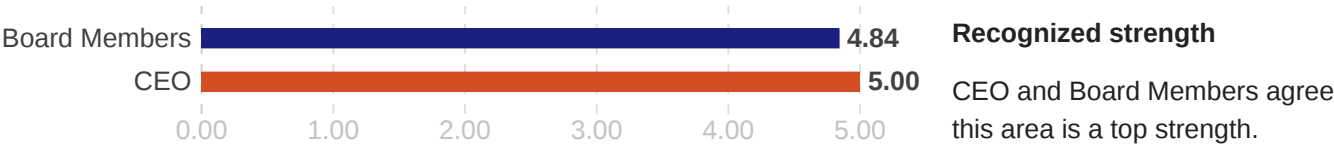
2.2 Administration

(Average Overall Score For This Section: 4.50)

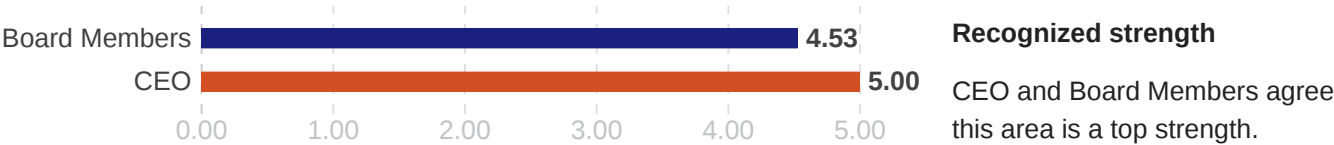
The chief executive has overall responsibility for the day-to-day operations of the organization. The chief executive works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of the organization.

Scoring overview

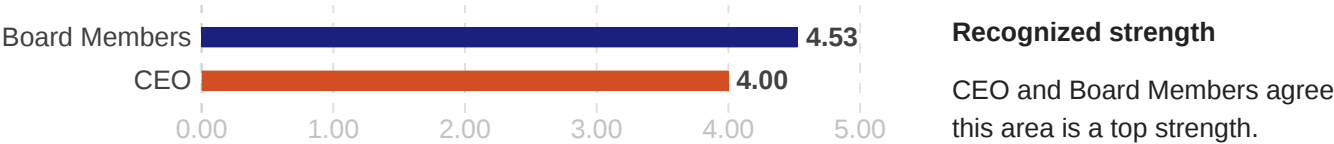
2.2a Displayed a thorough knowledge of the organization's mission area and programs



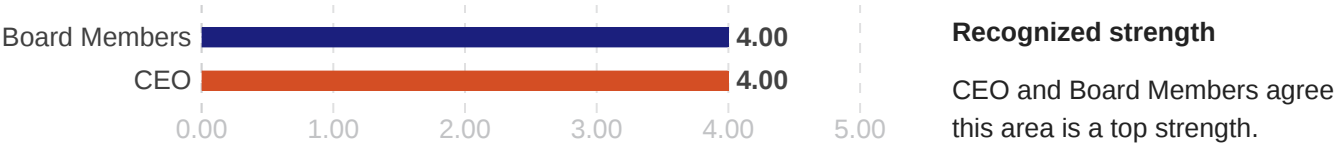
2.2b Managed the organization efficiently on a day-to-day basis



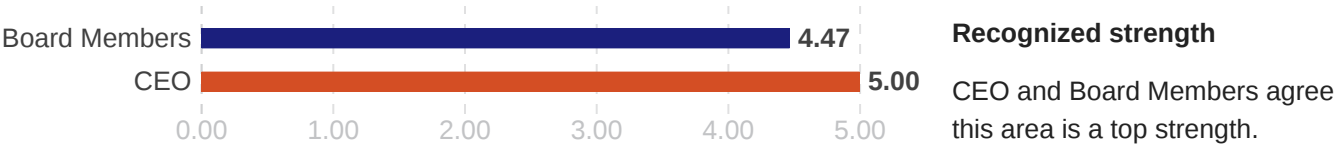
2.2c Managed the successful delivery of programs



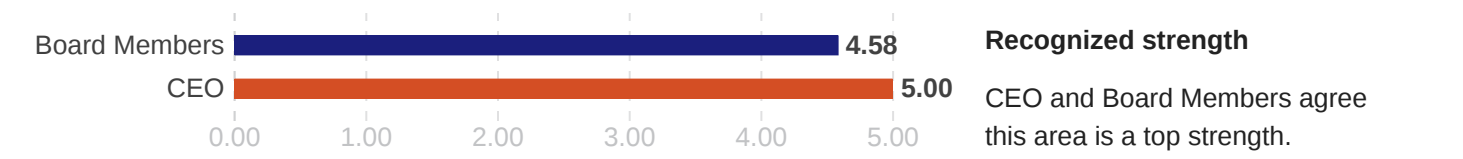
2.2d Recruited, developed, and retained the staff needed to implement the annual work plan



2.2e Minimized risk by ensuring that appropriate and up-to-date organizational policies and procedures are in place



2.2f Ensured compliance with all legal and regulatory requirements



Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						19 Responses
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total
2.2a Displayed a thorough knowledge of the organization's mission area and programs	0.00%	0.00%	0.00%	15.79%	84.21%	
2.2b Managed the organization efficiently on a day-to-day basis	0.00%	0.00%	5.26%	36.84%	57.89%	
2.2c Managed the successful delivery of programs	0.00%	0.00%	10.53%	26.32%	63.16%	
2.2d Recruited, developed, and retained the staff needed to implement the annual work plan	0.00%	0.00%	26.32%	47.37%	26.32%	
2.2e Minimized risk by ensuring that appropriate and up-to-date organizational policies and procedures are in place	0.00%	0.00%	10.53%	31.58%	57.89%	
2.2f Ensured compliance with all legal and regulatory requirements	0.00%	0.00%	10.53%	21.05%	68.42%	

2.2 Do you have any specific comments about the chief executive's performance on this core competency?

Board Members

Exceptional work as it relates to the mission and delivery of services to our Elderly population.

It is never easy managing an organization. Linda gets highest marks from me for her leadership. Demanding, but professional, respectful, and caring. I will be pulling for her as she addresses the CFO function/hire in light of James' departure.

Linda's experience as an executive for NFP organizations in general and AAA in particular is an asset as she leads the team each year.

I joined the MMS board in August. I am not comfortable rating her performance in areas outside our MMS activity over the last three months.

Not certain key subordinates have the depth of background and experience are sufficient to reach the ambitious goals that are visualised.

No known compliance matters based on reports shared with the board. Staffing is a challenge like in most organizations now. Continue to partner with others for best practices and to create an environment where employees understand the value of their service and feel personally understood and valued by the organization. Seems like a good work environment currently.

"Meets Expectations" vs. exceeds them in this category stems from my involvement with the MMS Board and the funds spent on Guidehouse. I am questioning what the deliverables will be and whether that was a prudent use of funds for the final result. I understand this is an issue Linda is working to resolve and is the only area that I can see for these competencies that would meet vs. exceed expectations. My rating on this would also be subject to reviewing the final deliverable vs. \$ spent.

CEO

This was a challenging year as it relates to workforce with a higher-than-normal turnover and difficulty in filling positions. We started engaging a temp agency to help as well as revisited and are updating our salary scale. This seems to have gotten better at the latter end of the year. We successfully launched new programs to address loneliness and isolation (e.g. the use of tablets) and to support caregivers (e.g. T-CARE). We also made improvements to existing services such as our telephone reassurance program and the implementation of a new database. We were successfully re-accredited by the Alliance for Information and Referral Services. New policies and procedures have been put in place as well as other policies and procedures have been updated.

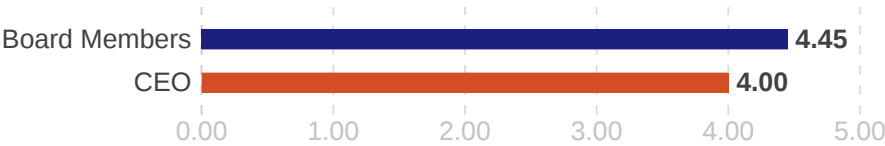
2.3 Board Relations

(Average Overall Score For This Section: 4.39)

Together, the chief executive and the board form the leadership team of the organization. Each arm of the team draws upon its own unique strengths and abilities. The chief executive and board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information that enables the board to effectively carry out its governance role.

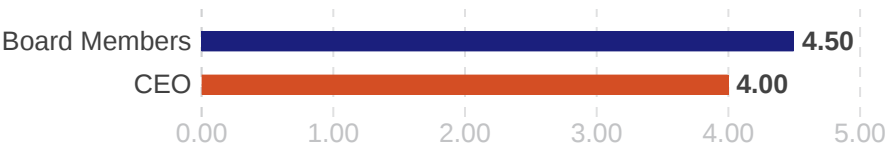
Scoring overview

2.3a Maintained an effective working relationship with the board, characterized by open communication, respect, and trust



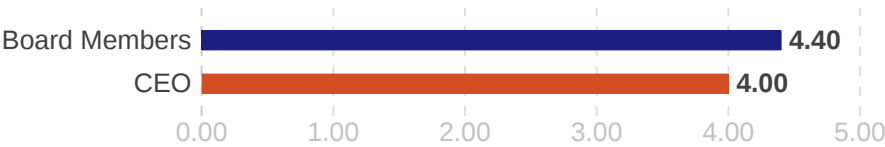
Recognized strength
CEO and Board Members agree this area is a top strength.

2.3b Working with the board chair, focused board meetings on topics of highest priority that needed board attention and involvement



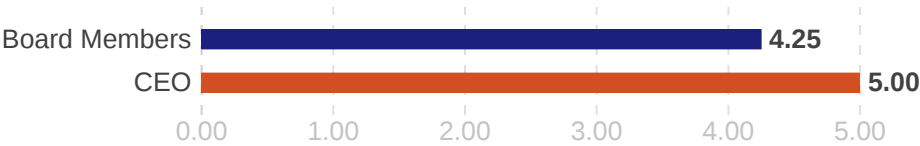
Recognized strength
CEO and Board Members agree this area is a top strength.

2.3c Provided board members with the appropriate information needed to support informed decision making and effective governance



Recognized strength
CEO and Board Members agree this area is a top strength.

2.3d Engaged board members, collectively and individually, in understanding and making sense of the organization's environment, challenges, and potential



Recognized strength
CEO and Board Members agree this area is a top strength.

Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						20 Responses	
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total	
2.3a Maintained an effective working relationship with the board, characterized by open communication, respect, and trust	0.00%	0.00%	10.00%	35.00%	55.00%		
2.3b Working with the board chair, focused board meetings on topics of highest priority that needed board attention and involvement	0.00%	0.00%	10.00%	30.00%	60.00%		
2.3c Provided board members with the appropriate information needed to support informed decision making and effective governance	0.00%	5.00%	5.00%	35.00%	55.00%		
2.3d Engaged board members, collectively and individually, in understanding and making sense of the organization's environment, challenges, and potential	0.00%	5.00%	10.00%	40.00%	45.00%		

2.3 Do you have any specific comments about the chief executive's performance on this core competency?

Board Members

I think individual meetings with board members particularly those chairing committees would be essential.

Mrs. Levin is thoughtful, knowledgeable & very involved with ensuring Board Members have the necessary information and resources to successfully support our organization.

I'm biased, but I do believe this is one of the most important functions of the ED position. Linda pulls it off brilliantly.

There has been growth and turnover in the board over the last rating period and Linda has worked to incorporate all new board members and create a level baseline for all to work from in decision making.

Sometimes leans on staff members to communicate exclusively with board members to give them information. Occasional calls to board members especially in leadership roles could be valuable.

Linda is very engaged with board participation & dialogue

CEO

Our organization is complex. I try to spend time in orientations, board and committee meetings, and reports to board to make things clear as to our structure, our environment and our challenges. I have met with individual board members as well which I think has been helpful to bring clarity.

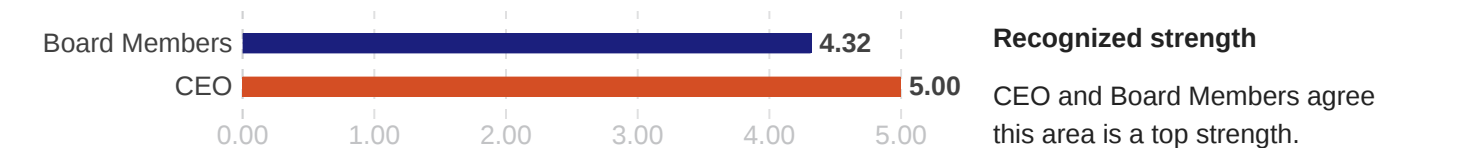
2.4 Financial Management

(Average Overall Score For This Section: 4.32)

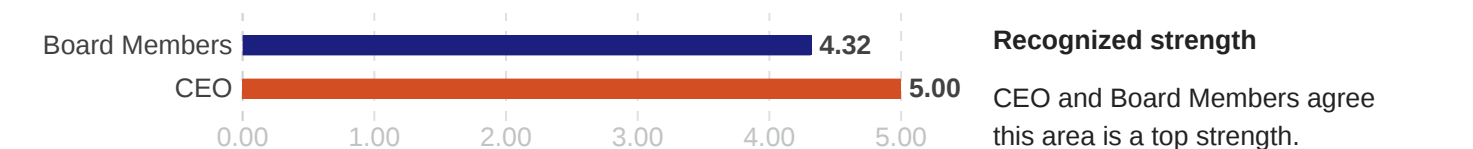
Ensuring that resources are managed wisely is especially important for a nonprofit organization operating in the public trust. The chief executive's role is to see that the organization's goals and strategic plan serve as the basis for sound financial management, that solid budgeting and accounting systems are in place, and that appropriate financial controls and risk management strategies protect the organization's assets.

Scoring overview

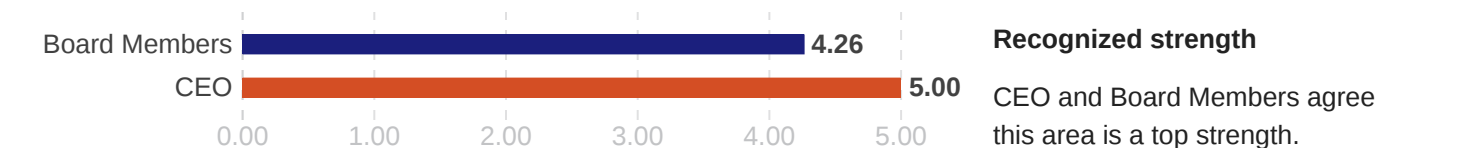
2.4a Made sound financial decisions and recommendations based on a thorough understanding of the organization's overall financial picture



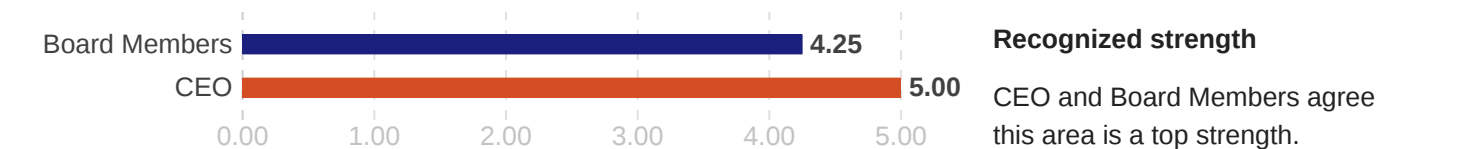
2.4b Allocated financial and human resources appropriately to achieve the organization's goals and objectives



2.4c Presented the annual budget and financial statements in a timely and accurate manner for review and action by the board



2.4d Implemented appropriate internal controls to protect the organization from fraud and abuse



Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						19 Responses
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total
2.4a Made sound financial decisions and recommendations based on a thorough understanding of the organization's overall financial picture	0.00%	0.00%	15.79%	36.84%	47.37%	
2.4b Allocated financial and human resources appropriately to achieve the organization's goals and objectives	0.00%	0.00%	21.05%	26.32%	52.63%	
2.4c Presented the annual budget and financial statements in a timely and accurate manner for review and action by the board	0.00%	0.00%	15.79%	42.11%	42.11%	
2.4d Implemented appropriate internal controls to protect the organization from fraud and abuse	0.00%	0.00%	18.75%	37.50%	43.75%	

2.4 Do you have any specific comments about the chief executive's performance on this core competency?

Board Members

Another exceptional job here as the CEO of ElderSource. The financial management and oversight have been outstanding.

Anything Linda can do to help better communicate micro/macro impacts of component funding and sending as it relates to the overall whole of Eldersource's financial condition and efficiency in discharging its duties as a AAA would be appreciated. I am trying to learn, but often I cannot connect all of the dots as to why a negative number or financial variation within an individual program or category in not a big deal with which we need to be concerned with as a Board.

The move toward real time budget compliance for all the entities and the unified budget has been helpful. The complexities of the organization's structure and financial activities bears ongoing additional board education.

Annual 12/31 audit is completed in the late summer each year. Any chance to move that forward so more timely and relevant? Seems like a combination of internal staffing combined with auditor issues causing audit to go many months into the summer.

CEO

We have re-organized staff and added positions as needed to ensure we can meet our goals and objectives. Examples include adding fiscal staff, adding Veterans Directed Care Person Centered Counselors, adding SHINE positions as well as positions for intake and eligibility and staff to launch new services. We are also breaking program staff back out of finance department and re-created a VP position that will be over planning, programs, compliance and inclusion. As our organization continues to grow and become more complex, compliance is requiring a new focus. We also made great strides with our DEIB work and we want to ensure we maintain focus there as well. We are also planning for two new lead positions in intake to help manage the growing team to be able to ensure we meet our requirements in that area. We made investments this year in staff training and development as well.

We have been diligent and intentional in our budgeting and spending. An example is our health plan negotiations, coming in under budget will still being able to provide good plans for staff and minimizing their burden.

We had clean audit with mention by the auditors of our internal controls. They had one recommendation to have someone other than fiscal staff assign rights to the accounting software. This has already been addressed with the rights given only to our IT staff.

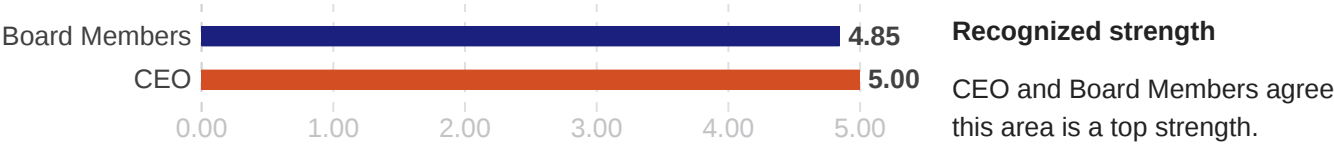
2.5 Communications and Public Relations

(Average Overall Score For This Section: 4.83)

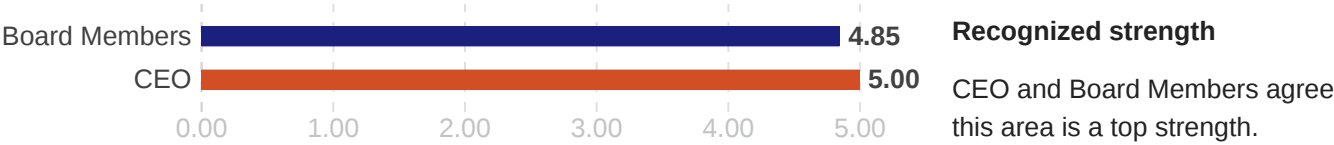
The chief executive serves as a primary spokesperson and "public face" for the organization. This role has three major components: effectively promoting the organization, advocating for the mission and work of the organization, and building relationships with the constituent or stakeholder groups critical to the success of the organization.

Scoring overview

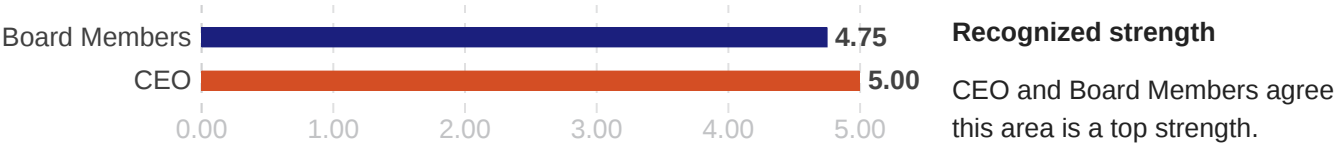
2.5a Served as an articulate and effective spokesperson for the organization



2.5b Served as a strong public advocate for the organization's mission and message



2.5c Established and maintained positive relationships with individuals and groups that impact the success of the organization



Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						20 Responses	
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total	
2.5a Served as an articulate and effective spokesperson for the organization	0.00%	0.00%	0.00%	15.00%	85.00%		
2.5b Served as a strong public advocate for the organization's mission and message	0.00%	0.00%	0.00%	15.00%	85.00%		

2.5c Established and maintained positive relationships with individuals and groups that impact the success of the organization	0.00%	0.00%	5.00%	15.00%	80.00%
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2.5 Do you have any specific comments about the chief executive's performance on this core competency?

Board Members

Linda continues to represent ElderSource in an outstanding manner. She keeps ElderSource in the forefront of service to the community.

Great spokesperson and face for the organization she leads with authority and kindness. Her public relation image is positive and she fully represents the organization and those served.

Linda is a polished, experienced, professional organization leader, who communicates and advocates well in the public.

Linda has a strong media presence locally and is recognized as the face of Eldersource.

This is a particular strength

Amazing advocate and leader for the organization. Known in the community and beyond. Positive impact!

Linda is very passionate about her role in supporting the aging & disabilities communities.

CEO

I continue to serve on the national board and the southeastern regional board and have been invited to participate on local committees and coalitions which I share with other leadership team members. I have also served on local advisory committees for other organizations, for example ARC of Jacksonville. I have presented at two national conferences this year and one regional conference. This year I presented at Florida Blue's Second Annual Medical Dental Integration Forum about social determinants of health and older adults as it relates to their dental and health care. I also presented as part of the national association's Boot Camp for new area agency on aging Directors and led a listening session on housing and homelessness of older adults for the national association. I continue to meet with local, state and national elected officials advocating for older adults and their caregivers. I have met with the Florida Association of Centers for Independent Living and engaged several in becoming members of the provider network for MMS. Also, as a result of my advocacy, we received an additional \$100,000 in local service program dollars for nutrition services for older adults in our region.

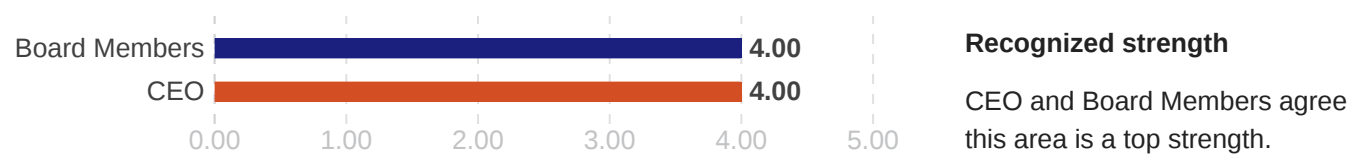
2.6 Fundraising

(Average Overall Score For This Section: 3.92)

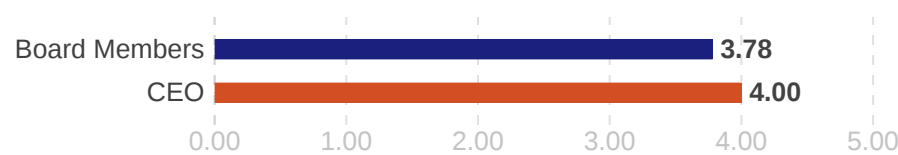
The chief executive, in partnership with the board and appropriate staff, is responsible for developing and implementing fundraising systems and strategies that enable the organization to meet its financial development goals and carry out its programs and operations.

Scoring overview

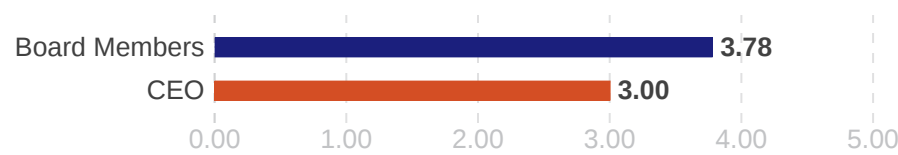
2.6a Served as an effective fundraiser in the procurement of donated funds (includes individual, private, corporate, foundations, and other donations).



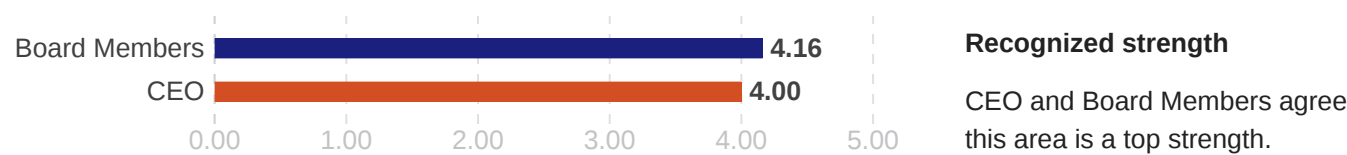
2.6b Ensured that the organization developed appropriate fundraising strategies and policies for securing donated funds



2.6c Effectively involved the board in implementing the organization's fundraising program



2.6d Motivated prospective donors by making a compelling case about the importance of the organization's work



Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						20 Responses
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total
2.6a Served as an effective fundraiser in the procurement of donated funds (includes individual, private, corporate, foundations, and other donations).	0.00%	5.26%	26.32%	31.58%	36.84%	
2.6b Ensured that the organization developed appropriate fundraising strategies and policies for securing donated funds	0.00%	11.11%	33.33%	22.22%	33.33%	
2.6c Effectively involved the board in implementing the organization's fundraising program	0.00%	5.56%	38.89%	27.78%	27.78%	
2.6d Motivated prospective donors by making a compelling case about the importance of the organization's work	0.00%	0.00%	26.32%	31.58%	42.11%	

2.6 Do you have any specific comments about the chief executive's performance on this core competency?

Board Members

I think this is an area where we continue to discuss, evaluate and determine what is the role of fundraising for ElderSource.

I look forward to developing an even better understanding of Eldersource's fundraising efforts and successes in the coming year. We are very well positioned to continue and build on our past successes. She continues to separate dollars from my wallet, which otherwise would have found a personal use for me or my own family. Job well done, as far as I am concerned!

We have been working toward a successful donor program for years and we are not quite there yet.

Given the climate of the world coming out of Covid, Linda has probably had more challenges than normal in the area of fundraising and has done all that could be done given the circumstances.

The effectiveness of Eldersource as a fiduciary agent and its management of resources has generated additional grants and legislative action over the years. Linda leads the management team to propogate tht reputation and visibility.

Great advocate

CEO

We received several grants this year including: \$19,000 from the LGBTQ Fund at the Community Foundation, \$10,000 from Florida Blue for our Telephone Reassurance program, \$100,000 from Humana Foundation to expand our T-CARE program, increased our local service program funds by \$100,000 and increased our funding from Jim Moran Foundation by another \$30,000 for Senior to Senior. Some of these grants were unsolicited where the grantor came to us because they either heard of our work or are satisfied with the work we are already doing and want to provide more support.

We launched a revenue generating service for ElderSource Institute, Foundations to Aging Certificate of Completion.

We increased sponsorship for A Night with the Stars this year to \$46,000 and nearly doubled our net revenue from last year.

Revenue from our Veterans Directed Care program continues to increase.

Section Three: Personal Leadership Qualities

Beyond the core functional responsibilities of the chief executive, a number of additional skills are important to the chief executive's success.

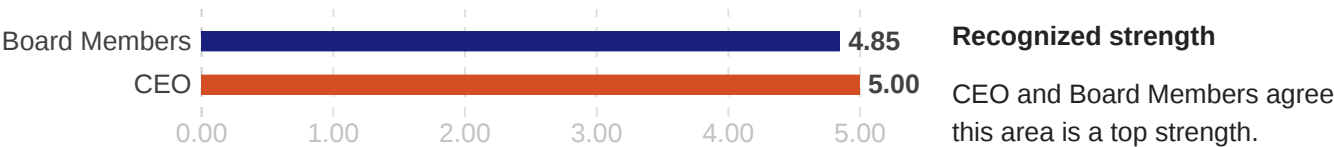
3.1 Leadership Skills

(Average Overall Score For This Section: 4.64)

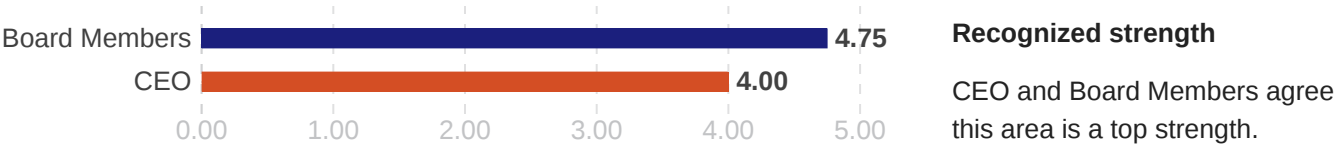
Leadership skills are important to the chief executive's success and a core funtional responsibility.

Scoring overview

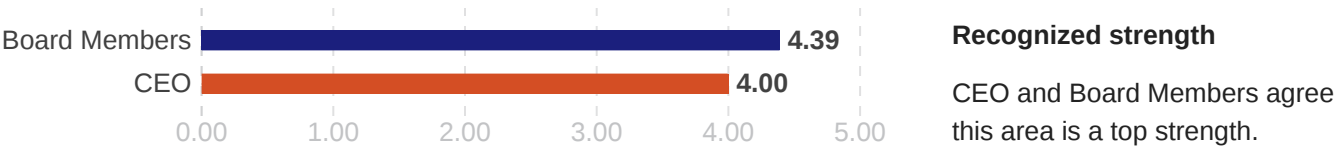
3.1a A clear commitment to the organization's mission and values



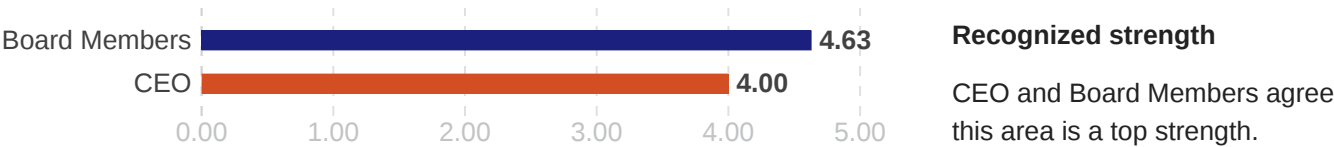
3.1b An ability to motivate and engage others in advancing the mission of the organization



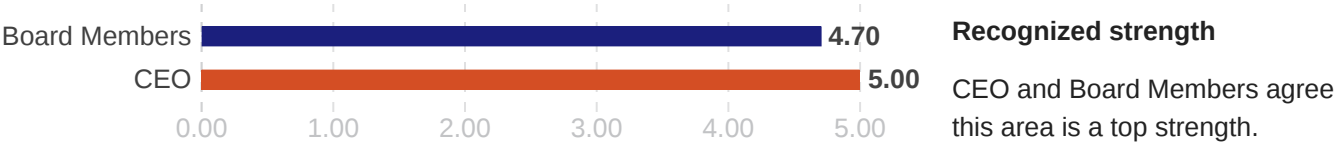
3.1c An ability to learn from the successes and failures of the past in planning for the future



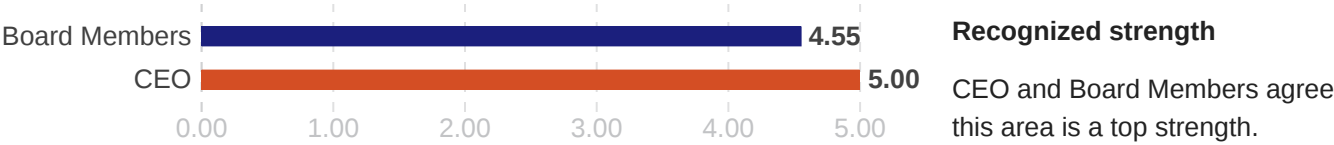
3.1d A willingness to ask difficult questions and challenge organizational assumptions



3.1e An awareness of trends and information in the external environment that may impact the organization



3.1f A sense of innovation and creativity



Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						20 Responses	
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total	
3.1a A clear commitment to the organization's mission and values	0.00%	0.00%	0.00%	15.00%	85.00%		
3.1b An ability to motivate and engage others in advancing the mission of the organization	0.00%	0.00%	5.00%	15.00%	80.00%		
3.1c An ability to learn from the successes and failures of the past in planning for the future	0.00%	5.56%	5.56%	33.33%	55.56%		
3.1d A willingness to ask difficult questions and challenge organizational assumptions	0.00%	0.00%	10.53%	15.79%	73.68%		
3.1e An awareness of trends and information in the external environment that may impact the organization	0.00%	0.00%	5.00%	20.00%	75.00%		
3.1f A sense of innovation and creativity	0.00%	0.00%	10.00%	25.00%	65.00%		

3.1 Do you have any specific comments about the chief executive's leadership skills?

Board Members

Excellent creativity and innovation relating to serving our community and population. Linda is extremely talented and aware of the trends and challenges facing our community.

Mrs. Levin is a strong leader!

I hate to bring this up, but what would we do without Linda? She has and uses the skill set we need as a leading AAA in Florida. That doesn't grow on trees. I applaud her leadership in these areas.

Linda has excellent knowledge of the national and regional "lay of the land" regarding the AAAs and has great networks with industry leaders. She is able to inspire her team to discretionary effort and has been successful in getting more income raising programs added to the Eldersource portfolio. Her competence, enthusiasm and dedication show through in all these efforts.

Linda tends to micromanage her staff. Trust is key to being an effective leader.

Successfully lead organization through COVID-19 era challenges. Had to change and was focused on doing a great job in the midst of change. Positive results for all.

CEO

We are in the middle of our strategic planning process, and I believe I brought creative and innovation ideas to the process as well as to our operations throughout the year which has led to new programs and services launching and improvements made to existing services. I share this credit with my team who share my passion for our mission and who are also creative and innovative as they deploy their work. I continue to learn from my team as well. One thing I have learned is to better pace myself and my expectation of others for I can get carried away with my passion and enthusiasm.

I have stayed in tune with trends in the external environment and have worked with staff to position us to respond. Examples include the work of MMS as well as what is being discussed through strategic planning such as senior housing and homelessness. Another example is the workforce issues experienced nationwide and here at ElderSource and trying to be responsive to those trends and needs.

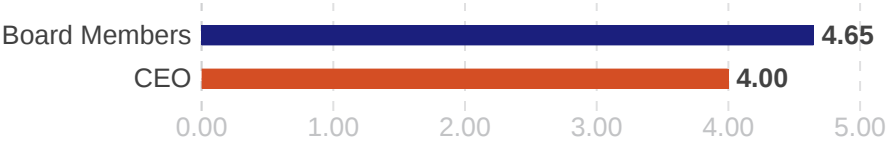
3.2 Interpersonal Skills

(Average Overall Score For This Section: 4.55)

Interpersonal skills are important to the chief executive's success and a core functional responsibility.

Scoring overview

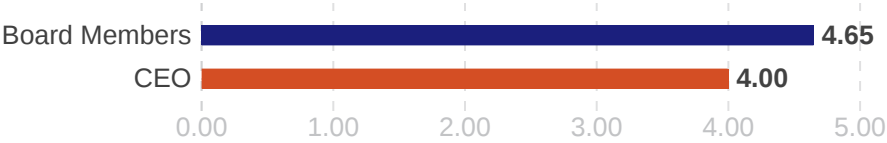
3.2a Effective problem-solving skills



Recognized strength

CEO and Board Members agree this area is a top strength.

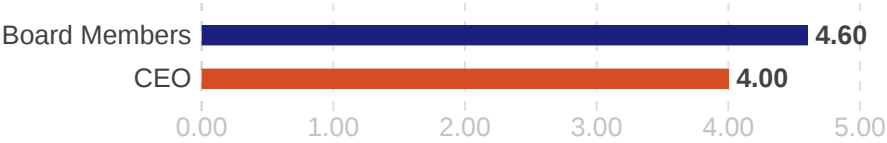
3.2b Good judgment in decision making



Recognized strength

CEO and Board Members agree this area is a top strength.

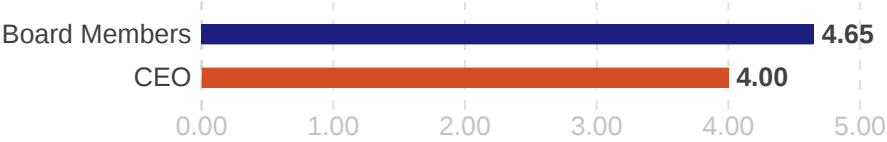
3.2c Effective communication skills



Recognized strength

CEO and Board Members agree this area is a top strength.

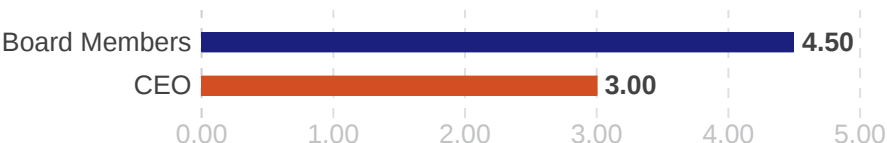
3.2d The ability to build trusting relationships



Recognized strength

CEO and Board Members agree this area is a top strength.

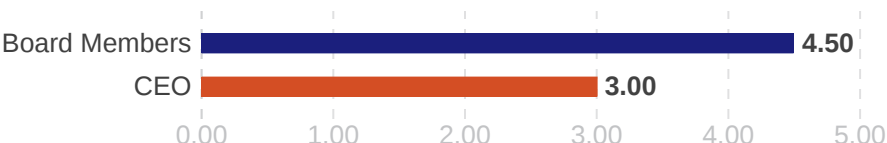
3.2e The ability to balance diverging and competing points of view



Unrecognized strength

There is discrepancy between the CEO's self-rating and the ratings from Board Members.

3.2f The ability to accept constructive criticism



Unrecognized strength

There is discrepancy between the CEO's self-rating and the ratings from Board Members.

Displayed below in this table is the percent of board members that selected a rating for each question in this section:

						20 Responses
Field	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total
3.2a Effective problem-solving skills	0.00%	0.00%	10.00%	15.00%	75.00%	
3.2b Good judgment in decision making	0.00%	0.00%	5.00%	25.00%	70.00%	
3.2c Effective communication skills	0.00%	0.00%	10.00%	20.00%	70.00%	
3.2d The ability to build trusting relationships	0.00%	0.00%	10.00%	15.00%	75.00%	
3.2e The ability to balance diverging and competing points of view	0.00%	0.00%	10.00%	30.00%	60.00%	
3.2f The ability to accept constructive criticism	0.00%	5.00%	5.00%	25.00%	65.00%	

3.2 Do you have any specific comments about the chief executive's interpersonal skills?

Board Members
Linda is always open to feedback and ways to improve the organization.
Mrs. Levin is innovative, works well with others and is very thoughtful. I have personally worked with her during the strategic planning meeting and I enjoyed her contributions and presence. She's doing a great job.
It is hard to see everything from the Board member or committee member point of view. However, I see these abilities demonstrated at every such meeting and/or strategic planning session which I participate in.
Linda's interpersonal skills and emotional intelligence is high and effective.
CEO

I have worked on being able to accept criticism and have sought counsel from my executive leaders on occasion. I feel this is an area I have improved in and continue to work on. Same as with balancing competing points of view. My passion and commitment can cause me to see one side, but I have worked to listen and be objective and to make adjustments as a result.

Communication and being transparent and intentional in my communication is particularly important to me. I try to explain things clearly and openly to board members, staff, providers and colleagues.

I think I have shown good judgement in the managing of our funds, in our addressing personnel concerns and workforce issues including reorganizing staff and adding staff where needed, in launching and/or expanding programs.

Section Four: Accomplishments and Challenges

While the quantitative ratings in the previous sections provide an important snapshot of the board's assessment of the chief executive in key areas of responsibility and performance, this section of the survey provides an opportunity to view thoughts and insights about the chief executive that cannot be captured in numeric scores.

Assessing the Past

The following questions consider the overall achievements of the chief executive over the past year and will serve as the foundation for discussion between the board and chief executive.

4.1 What were the most significant achievements of the chief executive in the past year?

Board Members

Linda's guidance and commitment to DEI. She led the establishment of goals and work throughout the organization. Linda's work on the audits and the positive results from the work of the entire team. Her continued guidance and work throughout the changes that are occurring due to the pandemic.

Several Major accomplishments.

The development of MMS and managing grant dollars. Specifically, Linda managed this business in the absence of an effective executive director and continuing to move the organization forward according to the development schedule.

Fantastic programs and extensive growth of organizations and services.

Help bring Eldersource out of what should be the last full-on COVID year and back to a more normal working environment. Get the Board's and leadership's engagement in a meaning strategic planning session for the combined organizations.

providing operational opportunities while going through COVID.

Continued to work w state reps to maintain program funding

Very effectively guiding the employees, board and customers in an environment impacted by the Covid pandemic

Transitioning out of the pandemic.

Incorporating the MMS to create ongoing stream of revenue and pay for itself has been a game changer for Eldersource. Linda had that vision and the skills to implement and operationalize. Her network of connections and reputation in the industry gave Eldersource an advantage in this endeavor.

I have only been with MMS for three months. I do not live in the Jacksonville area so I cannot comment.

Evaluating new pipelines for potential partnerships and grants for funding of various programs.

Kept the organization operating effectively despite the CoVid limitations on in-office activity.

Allowing the staff to work remotely effectively.

Passionate leader and advocate for the organization, our NE Florida community, and seniors. Respected leader.

Overcoming obstacles that faced the new MMS entity
Ingenuity in getting the grant funding for MMS

Managing/leading the organization through a very difficult, changing and disruptive environment.

- Budget surplus
 - Achieved accreditation status
-

CEO

Attracting new funds. We apply for grants every year, but this year funders came to us wanting to support and grow our mission.

Continuing to grow our reputation as a letter. I and staff have been invited to participate on committees and task forces and make presentations at national, state and local levels

Launching, growing and improving services.

Our commitment to diversity, equity, inclusion and belonging.

4.2 In the past year, what difficult issues did the organization face, and how did the chief executive address them?

Board Members

Organizational structure changes while maintaining a positive environment. Staffing changes are always a challenge and Linda handles them well.

Linda identified specific issues with GuideHouse and brought the issues to the attention of the board.

Mrs. Levin has tackled very challenging issues particularly regarding discrimination and racism. She has made strong public statements that advocated for and emphasized the importance of condemning any behaviors/actions that infringe on the safety, and rights of community members. I am always proud to see her take a stance and speak on behalf of the organization's mission.

One obvious issue which has just presented itself is James' departure. I do not know exactly the path forward, but I do know that the challenge and general intent and plan to meet the challenge was promptly and clearly communicated to the Board, which is the first step forward. I look forward to further communication and clarifications re this challenge.

maintaining positive work force staff and equipping them with the necessary tools to work from home.

Transitioning staff back to workplace post COVID and reopening agency to public

Coordinating a hybrid workplace due to COVID and being sure that income continued at a satisfactory level to fund the budget.

I believe that the organization did well in spite of challenges due to the COVID-19 pandemic. Loss of a few key staff members may pose some challenges but the organization seems to have fared well so far in having a succession plan that works.

The universal labor shortage and very high inflation rate has had an impact on labor costs and team configuration. Linda and her leaders have been proactive in approaching solutions beyond just pay increases to make the jobs more attractive and manageable (hybrid work space, creative solutions to keep out of pocket cost for health benefits down for team members, etc.)

yes, the MMS was let go

Staffing changes and changes to new computer systems. The chief executive engaged with management employees to provide routine training for staff on the new computer systems. In addition, the chief executive worked with management employees to consider changes in employee criteria to evaluate ways to retain existing, qualified employees, and to attract qualified, potential employees.

New member of a subsidiary Board. N to prepared to answer at this time.

Turnover...looked for better ways to advertise positions. Continue to trust HR to address this concern.

Staffing challenges - managed delivery of programs to adjust. Still positive impact to seniors and community. Seems like a positive place to work as well.

Executive Director issues- Linda was able to take over and recruit some really great candidates. We are still moving projects forward despite the challenges. Linda also did a great job working with Guidehouse to ensure MMS got what it paid for.

I don't feel I can effectively answer this since I was not on site often enough.

- Managing talent during the pandemic & in a tight labor market: The organization created a hybrid system to allow for remote work while providing the option to work in office.

CEO

Workforce was a huge challenge this year. We revisited our salary scale and made adjustments along the way, made sure we provided staff support along the way and invested in their training. We also engaged a temp agency for the first time this year. And we added positions where needed.

Developing MMS into a network lead entity and working with a new Executive Director who presented some challenges. I discussed this with the Board chair and he and I met with the Executive Director. The Executive Director resigned, and I assumed responsibilities while the Board is conducting the search. During this time and completed unfinished business left by the Executive Director while also maintaining my regular duties.

4.3 Have any legal, ethical, or governance issues arisen with regard to the operations of the organization? How were these addressed?

Board Members

None that I am aware of for this past year.

Mrs. Levin has ensured that the organization does not experience governance issues and done her part by separating conflicting interests. I.e: Eldersource Institute is an example where she ensured there would be clear governance by developing the Board.

Sometimes, you have to accept reality, declare victory, and move forward. With the Florida legislative and political developments related to DEI in government and quasi-governmental settings, Linda showed good judgment in checking that box and moving forward. Having said that, the personal and individual awareness that Eldersource's DEI training and initiative created and sparked should and I expect will continue for each of us on the Board and in volunteer leadership. I feel a strong sense of togetherness that I would not have had but for the Eldersource DEI initiative and training.

N/A

N/A

No

Not to my knowledge.

Eldersource has not had such events but we have been apprised of some events in neighboring AAAs and have offered continuity assistance, etc. to be good regional citizens.

no, my limited experience is favorable, LL rightfully consults with professional services that are beyond her scope of knowledge

Not that I am aware of.

no

Based on information shared, seems like each review of the organization resulted in a positive outcome.

I am not aware. Linda has engaged outside counsel and taken action needed to keep things compliant. One thing I would like to see is the Boards and functions between different entities kept separate and not comingled particularly for liability purposes. I also would like to see separate insurance amounts for the Boards as revenue grows.

As above, I was not on site often enough.

Not to my knowledge

CEO

No formal issues arose, however, in anticipation of a potential conflict of interest between MMS and ElderSource Institute, one eventually contracting with the other as part of the contract negotiations with health plans, we separated the two Boards of Directors.

We continue to explore at MMS any legal issues as it relates to operating as a network lead entity. I have been in communication with our legal counsel on a number of issues.

Planning for the Future

While the majority of the questions in this assessment focus on past performance, the final questions look to the future. These questions will assist the board and chief executive in establishing the executive's performance goals and priorities for the upcoming year.

In thinking about the year ahead . . .

4.4 What are the two most important organizational priorities for the chief executive?

Board Members

Maintaining fiscal stability and staffing stability.

Continued service opportunities and focusing on reaching underserved populations.

Replace or otherwise fulfill the CFO function for Eldersource and its affiliates. Continue to grow and develop strong lay/volunteer leaders for Eldersource's future.

Undertaking new opportunities to broaden the reach of the organization in order to generate additional revenues.

Staying the course on new ideas

Attracting / maintaining top quality staff w/ public funding constraints

Maintaining income levels and continuing the team building needed with employees.

Employee retention and effective program delivery.

1. filling critical roles such as the CFO vacancy.
 2. Maintaining adequate provider networks to meet needs and new opportunity challenges in the region.
-

continue to grow and innovate

Allocation of resources to fund programs that advance the ElderSource mission; and developing strong and effective HR strategies to attract and retain skilled and qualified employees.

Finalizing internal organisational structures and assuring understanding and acceptance by staff of operating arrangements.

Evaluating potential for involvement in Network Lead Entity structure and, if promising, establishing a detailed plan for addressing.

Turnover and succession planning for all senior level positions.

1. Leadership - continue to be the positive passionate recognized leader in NE Fla, the senior community and beyond. Be committed to change with the rapid pace of change in technology, etc.
 2. Staffing - create a world class organization to work, even surpassing current environment. Partner with others, work with staff to meet their needs, etc. Important since valued staff will provide top notch service to those in our community.
-

1. Consider ways to increase revenue in MMS and provide a clear vision of what MMS will do and how it will support the parent.
 2. Continue to look at industry trends and how MMS can use its current contacts and resources to leverage the market. I would particularly like to see putting a provider network together or a credentialing/certification process to create a network of top eldercare providers in Florida and then go to payors and leverage this network.
-

Service development and redevelopment.

- Attracting & retaining talent to effectively carry out projects
 - Maintaining compliance in all areas of operations.
-

CEO

Successfully launching MMS as the Network Lead Entity and entering into profitable contracts with health plans.

Stabilizing the structure with a new CFO and a new VP, moving to the cloud, addressing priorities in the strategic plan.

4.5 What are the two most important leadership tasks for the chief executive?

Board Members

Professional development and career mobility of staff.

Provide training opportunities to staff who can take on more responsibilities that will aid her in the overall work she needs to do. She provides great leadership resources to the board members, so continue doing this.

Hopefully, help Eldersource staff and paid leadership return to a more normal, post-COVID operation existence. Take advantage of developing service opportunities for Eldersource in what should be a volatile two years, due to economic and political/legislative challenges.

Clearly and articulating opportunities in the marketplace.

Understanding the needs of the staff.

Develop staff to move into leadership positions in

Fundraising
Employee retention in a tight labor market

Succession planning and creating a sustainable team culture.

1. Upskilling and training for existing staff to assure business continuity if anyone leaves the organization from a key position.
 2. Integrating new and existing board members and new management to maintain cohesive decision making and growth.
-

Communications and Education

1. Staff development - Providing efficient and effective training for employees to fulfill the needs and goals related to their job responsibilities and changing industry conditions; and 2. Future Planning - developing and implementing comprehensive, future planning (annual, 5-year plan, etc.) to meet the organization's goals and to sustain and/or grow the organization and its mission (e.g., grants & fundraising, human resources, programs implementation throughout the community).

Building the experienced and committed staff that will be necessary to pursue the visionary goals being proposed.

Working with the Senior Board to develop a strong succession plan for the CEO.

Trust staff to make decisions and do more strategic planning instead of dealing with day to day issues.

1. Leadership

2. Staffing

1. Continue to do a great job communicating.
2. Continue developing talent

Maintaining a high quality staff and fiscal/income development.

- Hire CFO

CEO

Continuing to invest in staff training and development.

Engaging more with individual board members and elected officials.

4.6 What are the two most important professional development goals for the chief executive?

Board Members

As a leader...preparing staff for change. I'm not sure if there are any other professional development seminars/conferences for CEOs. Possible participation in Leadership Jax if she has not been a part of that opportunity.

Growing her staff she would benefit with more help

Continue to impress and communicate the good word about Eldersource's outstanding performance as a AAA in our own area, and statewide. Help Eldersource other management and paid leadership members develop into as effective communicators and leaders in their own right, for the greater success and development of Eldersource and its affiliates as a whole.

continuing to surround herself with influencers in the market.

keeping an open mind in the research and the developing of new ideas as the industry is changing.

Continuing to foster the good communication skills and interaction with the public and the governmental agency partners.

Staying abreast of employment related laws and effective management training.

-
1. Succession planning for the Chief executive.
 2. Development of a management training program for the team at large with cross training due to small size of organization.

financial and legal management of MMS

No suggestions at this time.

1. Invest in professional coaching
 2. Improve her emotional intelligence
-

1. Continue to stay up-to-date on rules and regulations to protect reputation of organization through compliance with all programs.

2. Staffing ideas and implementation to take organization from good to great. Top notch staff drives top notch program delivery.

1. Increase market knowledge of managed care organizations to leverage opportunities.
 2. Unsure of others
-

Tough to say since I'm not present on site very often. She is a very mature and experience executive and professional. Maintaining her high level of energy and positive attitude is challenge enough.

None identified

CEO

Emotional intelligence.

Engaging leadership staff more in decision making.

Next Steps

The partnership between the board and the executive leader is critically important to the success of an organization. A strong and healthy board-staff partnership provides flexible and resilient leadership that contributes positively to the organization's overall impact.

To get the most out of your assessment, BoardSource recommends taking the following steps:

1. Review and Analyze the Assessment Results
2. Discuss the Results with the Board
3. Review the Results with the Chief Executive and Develop an Action Plan
4. Support the Chief Executive's Future Development

Read more about each of these steps in detail here: [Using the Assessment of the Chief Executive Results](#).

Additional Resources

[Board Chair and Chief Executive Partnership](#)

[Executive Sessions](#)

[Five Tips for Chief Executives and Board Chairs Working to Build a Strong Partnership](#)

[Trouble at the Top: The Nonprofit Board's Guide to Managing an Imperfect Chief Executive](#) (*available for purchase*)

[Setting Goals for your CEO](#) (*members only*)

[Performance Expectations for the Chief Executive](#) (*members only*)

Deeper Support

Looking to go deeper? Consider investing in the Board Support Program, or reaching out to a consultant from our network.

Board Support Program

BoardSource's [Board Support Program](#) provides year-round governance guidance, resources, and leadership development to you, your board, and your organization. Key benefits include:

- Complimentary Assessment Product
- Access to the [BoardSource Exchange](#)
- On-demand [Certificate of Nonprofit Board Education](#)
- Ask-an-Expert Email Service
- Members-Only Downloadable & Written Resources

Consultant Directory

BoardSource knows that – many times – there is no replacement for direct support and guidance from a [knowledgeable board consultant](#). That's why BoardSource has built relationships with a broad network of consultants from across the country who bring a wide range of strengths and experiences working with nonprofit boards.

New to selecting a consultant, or need a little help getting started? Check out this resource page:

[Choosing a Consultant FAQ](#)

Contact Us

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Membership or General Inquiries: members@boardsource.org