

ELDERSOURCE BOARD OF DIRECTORS MEETING

Wednesday, July 19, 2023 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 (May 19, 2023 Meeting)
4. Mission Moments Anita Thaxton, Care Coordinator
5. President's Report Dr. Sandy Robinson, President
6. Committee Reports/Motions
 - Budget/Finance Committee Ed Salek, Treasurer
 - Programs and Planning Committee Walette Stanford, Vice President
 - Governance, Personnel, Bylaw Committee Amanda Smith, Committee Chair
 - Executive Committee Dr. Sandy Robinson, President
7. Advisory Council Report Cheryl Jefferson, Advisory Council
8. Old Business
9. New Business
10. Other Business/Comments from Members and/or Visitors
11. Next Meeting
 - September 20, 2023
 - AAA Board Meeting
 - Location: 10688 Old st Augustine Rd
 - Jacksonville, FL 32257
12. Adjourn

PROPOSED MOTIONS

Finance Committee:

The Finance Committee recommends approval of the April 2023 Financials with the formula update as presented.

The Finance Committee recommends approval of the proposed new salary structure effective July 17, 2023.

Governance, Personnel, Bylaws Committee:

The Governance, Personnel, & Bylaws Committee recommends approval of the salary scale and budget as presented

The Governance, Personnel, & Bylaws Committee recommends approval of using DCSI as our Organizational Development consultant for \$18,270.

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.

Northeast Florida Area Agency on Aging
dba ElderSource
Statement of Revnue and Expenses
For the Month Ending April 30, 2023

	April Actual	April Budget	April Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Annual Budget
Revenue							
DOEA Contracts	52,160.00	251,045.17	(198,885.17)	709,193.00	1,004,180.67	(294,987.67)	3,012,542.00
Program Revenue	0.00	19,014.17	(19,014.17)	45,498.00	76,056.67	(30,558.67)	228,170.00
Admin Revenue	0.00	141,454.00	(141,454.00)	340,544.00	565,816.00	(225,272.00)	1,697,448.00
Provider Requests	923,917.00	1,644,798.92	(720,881.92)	5,644,942.00	6,579,195.67	(934,253.67)	19,737,587.00
Veteran's Billing	0.00	64,310.00	(64,310.00)	0.00	257,240.00	(257,240.00)	771,720.00
Veteran's Admin	0.00	31,250.00	(31,250.00)	0.00	125,000.00	(125,000.00)	375,000.00
Total Revenue	976,077.00	2,151,872.26	(1,175,795.26)	6,740,177.00	8,607,489.00	(1,867,312.00)	25,822,467.00
Other Income							
Interest Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Other Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Direct Program Expenses							
Program Expenses	(16,130.00)	0.00	(16,130.00)	(75,074.00)	0.00	(75,074.00)	0.00
Provider Payments	(971,032.00)	(1,644,798.92)	673,766.92	(5,667,676.00)	(6,579,195.67)	911,519.67	(19,737,587.00)
Veterans Payroll Processing Fees	(114.00)	0.00	(114.00)	1,570.00	0.00	1,570.00	0.00
Total Direct Program Expenses	(987,276.00)	(1,644,798.92)	657,522.92	(5,741,180.00)	(6,579,195.67)	838,015.67	(19,737,587.00)
					0.00		
Operating Total Revenue	(11,199.00)	507,073.34	(518,272.34)	998,997.00	2,028,293.33	(1,029,296.33)	6,084,880.00
Operating Expenditures							
Salaries	216,974.00	281,998.83	65,024.83	871,502.00	1,127,995.33	256,493.33	3,383,986.00
Bonuses	0.00	3,208.33	3,208.33	0.00	12,833.33	12,833.33	38,500.00
Retirement	14,381.00	20,886.17	6,505.17	51,651.00	83,544.67	31,893.67	250,634.00
Payroll Taxes	16,312.00	20,855.33	4,543.33	69,005.00	83,421.33	14,416.33	250,264.00
Workman's Comp	613.00	674.75	61.75	2,443.00	2,699.00	256.00	8,097.00
Health Insurance	25,328.00	25,611.00	283.00	102,177.00	102,444.00	267.00	307,332.00
Dental Insurance	1,503.00	1,113.58	(389.42)	6,013.00	4,454.33	(1,558.67)	13,363.00
Life Insurance	731.00	573.83	(157.17)	2,681.00	2,295.33	(385.67)	6,886.00
Payroll Processing	1,928.00	1,442.83	(485.17)	7,699.00	5,771.33	(1,927.67)	17,314.00
Employee Screenings	0.00	785.50	785.50	270.00	3,142.00	2,872.00	9,426.00
Travel & Conferences	1,934.00	4,231.08	2,297.08	7,076.00	16,924.33	9,848.33	50,773.00
Supplies	2,020.00	2,620.00	600.00	14,660.00	10,480.00	(4,180.00)	31,440.00
Telephone & Internet	1,860.00	3,781.67	1,921.67	9,515.00	15,126.67	5,611.67	45,380.00
Postage & Shipping	302.00	2,391.08	2,089.08	2,809.00	9,564.33	6,755.33	28,693.00
Occupancy	11,250.00	11,250.00	0.00	45,000.00	45,000.00	0.00	135,000.00
Maintenance & Repairs	0.00	83.33	83.33	1,123.00	333.33	(789.67)	1,000.00
Office Equipment & Software	4,217.00	8,300.08	4,083.08	18,603.00	33,200.33	14,597.33	99,601.00
Outreach & Advertising	20.00	6,123.92	6,103.92	38,651.00	24,495.67	(14,155.33)	73,487.00
Printing & Publications	3,333.00	3,765.25	432.25	21,190.00	15,061.00	(6,129.00)	45,183.00
Other Operating	0.00	193.17	193.17	0.00	772.67	772.67	2,318.00
Dues	0.00	1,707.33	1,707.33	9,205.00	6,829.33	(2,375.67)	20,488.00
Subscriptions	1,350.00	2,936.42	1,586.42	12,735.00	11,745.67	(989.33)	35,237.00
Professional Fees	5,341.00	29,451.75	24,110.75	151,333.00	117,807.00	(33,526.00)	353,421.00
Audit Fees	0.00	3,259.75	3,259.75	4,500.00	13,039.00	8,539.00	39,117.00
Legal Fees	0.00	125.00	125.00	0.00	500.00	500.00	1,500.00
Staff Training	0.00	2,800.00	2,800.00	3,658.00	11,200.00	7,542.00	33,600.00
Tuition Reimbursement	0.00	500.00	500.00	0.00	2,000.00	2,000.00	6,000.00
Taxes & Licenses	37.00	41.67	4.67	37.00	166.67	129.67	500.00
Volunteer Expenses	295.00	4,313.83	4,018.83	6,731.00	17,255.33	10,524.33	51,766.00
Uniforms	0.00	29.17	29.17	1,863.00	116.67	(1,746.33)	350.00
Property & Liability Insurance	577.00	1,595.67	1,018.67	3,769.00	6,382.67	2,613.67	19,148.00
Miscellaneous	11,186.00	705.83	(10,480.17)	17,399.00	2,823.33	(14,575.67)	8,470.00
Depreciation	0.00	0.00	0.00	338.00	0.00	(338.00)	0.00
Total Operating Expenditures	321,492.00	447,356.15	125,864.15	1,483,636.00	1,789,424.67	305,788.67	5,368,274.00
Non DOEA Expenses		250.00	(250.00)	0.00		0.00	3,000.00
Board Expenses		250.00					3,000.00
CEO Discretionary	0.00	416.67	(416.67)	417.00	1,666.67	(1,249.67)	5,000.00
Total Non DOEA Expenses	0.00	916.67	(666.67)	417.00	1,666.67	(1,249.67)	11,000.00
Net Revenue Over Expenditures	(310,293.00)	58,800.52	(369,093.52)	(485,056.00)	237,202.00	(1,333,835.33)	705,606.00
Net Total	(310,293.00)	58,800.52	(369,093.52)	(485,056.00)	237,202.00	(1,333,835.33)	705,606.00

Temp scanning project

Salary Survey Adjustments
by Funding Source

OAA	6,065.31
IIIB I&R	10,755.90
IIIB LAN	258.00
IIIE I&R	8,407.81
Elder Abuse	346.90
CCE	405.53
HCE	253.84
ADI	2,341.61
EHEAP	126.92
MAC ADRC	1,795.78
VD-HCBS	23,355.45
FL Blue T-CARE	1,795.86
ARPA	10,469.67
LSP	6,771.01
Vaccine	2,838.16
Non-DOEA Parent	53.74
	76,041.48

PROPOSED UPDATED STRCUTURE (2023)							
Salary Grade	FLSA Status Exempt	Minimum Hourly	Midpoint Hourly	Maximum Hourly	Minimum Annual	Midpoint Annual	Maximum Annual
1	NO	\$12.00	\$15.00	\$18.75	\$24,960	\$31,200	\$39,000
3	NO	\$13.74	\$17.17	\$21.46	\$28,579	\$35,714	\$44,642
5	NO	\$15.73	\$19.66	\$24.57	\$32,714	\$40,892	\$51,115
6	NO	\$16.86	\$21.07	\$26.34	\$35,060	\$43,826	\$54,782
7	NO	\$18.06	\$22.58	\$28.23	\$37,573	\$46,966	\$58,708
8	NO	\$19.33	\$24.16	\$30.20	\$40,202	\$50,253	\$62,816
9	NO	\$20.68	\$25.85	\$32.31	\$43,014	\$53,768	\$67,210
10	YES	\$22.14	\$27.67	\$34.59	\$46,043	\$57,554	\$71,942
11	YES	\$23.69	\$29.61	\$37.01	\$49,271	\$61,589	\$76,986
13	YES	\$27.12	\$33.90	\$42.38	\$56,410	\$70,512	\$88,140
14	YES	\$29.02	\$36.27	\$45.34	\$60,353	\$75,442	\$94,302
15	YES	\$31.04	\$38.80	\$48.50	\$64,563	\$80,704	\$100,880
16	YES	\$33.21	\$41.51	\$51.89	\$69,073	\$86,341	\$107,926
18	YES	\$38.02	\$47.52	\$59.40	\$79,073	\$98,842	\$123,552
20	YES	\$43.38	\$52.88	\$62.40	\$90,230	\$109,990	\$129,789
21	YES	\$46.04	\$56.21	\$66.38	\$95,755	\$116,917	\$138,079
25	YES	\$61.06	\$76.32	\$91.58	\$126,996	\$158,746	\$190,495

PROPOSED: June 2023
APPROVED:

OVERALL JOB STRUCTURE (PROPOSED)			
GRADE 1	Min	Mid	Max
Front Office Assistant/Receptionist	\$12.00	\$15.00	\$18.75
GRADE 3	Min	Mid	Max
Administrative Assistant	\$13.74	\$17.17	\$21.46
Customer Service Specialist			
Benefits Enrollment Center Assistant			
SHINE Advocate and MIPPA Specialist			
Data Entry Specialist			
GRADE 5	Min	Mid	Max
Intake Specialist	\$15.73	\$19.66	\$24.57
Benefits Enrollment Center Coordinator			
Benefits Specialist I			
Fiscal Specialist			
Program Specialist			
Care Connector			
Care Connector - TR			
GRADE 6	Min	Mid	Max
SHINE Assistant	\$16.86	\$21.07	\$26.34
Customer Service Specialist II			
Short-Term Crisis Manager			
SHINE-SMP Support Specialist (PT)			
GRADE 7	Min	Mid	Max
Benefits Specialist II	\$18.06	\$22.58	\$28.23
Contracts Manager Aide			
Executive Admin Assistant			
Employee Experience Assistant			
Data & Contract Compliance Specialist			
Veteran Directed Care PPC			
GRADE 8	Min	Mid	Max
Community Outreach and Coalition Coordinator	\$19.33	\$24.16	\$30.20
Lead Customer Service Specialist			
Lead Benefits Specialist			
Lead Short-Term Crisis Manager			
Planner			
Special Projects Coordinator			
Programs Specialist			
Executive Expediter			
GRADE 9	Min	Mid	Max
Communications Specialist	\$20.68	\$25.85	\$32.31
Lead Veteran Directed Care (VDC) Person- Centered Counselor			
GRADE 10	Min	Mid	Max
Intake and Screening Supervisor	\$46,043	\$57,554	\$71,942
Fiscal and Programs Specialist			
Vaccine Outreach and Education Program Administrator (new)			
Helpline Supervisor			

PROPOSED: June 2023

APPROVED:

Fiscal Specialist II			
Medicaid Eligibility Supervisor			
Senior Contracts Manager			
SHINE Liaison			
GRADE 11	Min	Mid	Max
CIRTS Administrator	\$49,271	\$61,589	\$76,986
Employee Experience Manager			
IT Administrator			
Staff Accountant			
Programs Manager			
Business Development Manager			
Veteran Directed Care (VDC) Manager			
Direct Services Manager			
GRADE 13	Min	Mid	Max
Accounting Manager	\$56,410	\$70,512	\$88,140
GRADE 14	Min	Mid	Max
IT Director	\$60,353	\$75,442	\$94,302
GRADE 15	Min	Mid	Max
VP of Communications	\$64,563	\$80,704	\$100,880
VP of Development			
GRADE 16	Min	Mid	Max
VP of Planning & Programs	\$69,073	\$86,341	\$107,926
VP of Business Development			
Director of Operations - MMS (new)			
VP of Community Services			
GRADE 18	Min	Mid	Max
Executive Director	\$79,073	\$98,842	\$123,552
GRADE 20	Min	Mid	Max
Chief Operations Officer	\$90,230	\$109,990	\$129,789
GRADE 21	Min	Mid	Max
Chief Financial Officer	\$95,755	\$116,917	\$138,079
GRADE 25	Min	Mid	Max
Chief Executive Officer	\$126,996	\$158,746	\$190,495

PROPOSED: June 2023

APPROVED:

Proposal

For Human Resources Support



Project Overview

Client: ElderSource
Client Need: Organizational Development Assistance
DCSI Project Manager: Megan J Richardson, PHR, SHRM-CP, SVP of Consulting

Organizational Development Scope of Work

A dedicated Sr. Human Resources consultant will partner with the internal ElderSource team to review and optimize structure, increase efficiencies and reduce redundancies.

Consultants will break the project into two distinct phases. Phase I will address the organizational structure including span of control and job design. Phase II will address process alignment and improvement.

Consultants will complete the following objectives outlined by the ElderSource team:

- Assessing business structures, procedures, processes, and resource utilization.
- Interviewing personnel and conducting organizational assessments.
- Facilitating business optimization by conducting individual or group sessions.
- Recommending departmental restructure to optimize efficiency in line with business objectives.
- Identifying interdepartmental cooperation opportunities and promoting cross-functionality.
- Documenting up to ten (10) processes and preparing progress and outcome reports.
- Advising executives and senior managers on efficient and cost-effective developmental strategies.
- Designing and implementing organizational action plans.

In addition to what is outlined above, DCSI will also provide a comprehensive PowerPoint presentation at the close of the project which will outline the projects:

- Methodology
- Findings
- Recommendations

Pricing will include 2 presentations to leadership and/or Board members in order to review recommendations and address questions.

Total Investment: \$19,923

MINUTES

ElderSource
Board of Directors Meeting
Westminster Julington Creek
25 State Road 13
Jacksonville, FL 32259
May 19, 2023
10:00 AM

PRESENT:

Dr. Sandy Robinson, President
Walette Stanford, Vice President
Melissa Gilreath, Secretary
Juliet Williams
Grady Williams
Vivile Dietrich
Barbara Ann Greene
Cynthia Griffin
Cheryl Jefferson, Advisory Council

ABSENT:

Brenda Ezell
Ed Salek, Treasurer
Pamela Sanders
Amanda Smith
Shelley Hirsch- Zoom
Catherine Whitworth-Zoom

STAFF PRESENT:

Linda Levin, Chief Executive Officer
Tameka G. Holly, Chief Operating Officer
Trina Nullet, Chief Financial Officer
Fred Richards, VP of Planning, Programs, Compliance, & Inclusion
Renee Knight, VP of Community Services
Andrea Spencer VP of Communications
Jessica Del Rio, Executive Expediter

CALL TO ORDER:

President Sandy Robinson called the meeting to order at 12:05 PM.

ROLL CALL:

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

APPROVAL OF MINUTES:

Grady Williams moved to approve the minutes of the March 15, 2023, meeting with the ElderSource Board of Directors. Walette Stanford seconded the motion. The motion was carried without opposition, and the minutes were approved as submitted.

PRESIDENT'S REPORT:

Dr. Sandy Robinson presented the President's report. She noted that things are going well and that at the last Executive Committee meeting we finalized our new Strategic Plan Cycle as well as approving our CEO's Performance Appraisal. Regarding the CEO appraisal, she met with Trina to discuss the financials and what was approved for the salary. Sandy also met with Linda to talk about the evaluation and on the areas that we will continue to address, for example with succession planning and development opportunities for staff.

CHIEF EXECUTIVE OFFICER'S REPORT:

The written *Chief Executive Officer's Report* for May 2023 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:

- Funding
- Operational Priorities
- Staff Retreat
- Mission Moments

Linda mentioned that The Legislature approved statewide increases for Community Care for the Elderly (\$2,000,000), Alzheimer's Disease Initiative (\$4,000,000) and Home Care for the Elderly (\$3,000,000). The Legislature also approved increased funding for the Aging and Disability Resource Centers to address workload and workforce issues (\$1,214,012). We will receive our allocations from the Department of Elder Affairs within the month.

2023 has been challenging for other reasons as well, namely new staff, vacancies, and new programs. While new staff, primarily in the Fiscal and Programs Departments, learn the ropes they also must keep things moving as though there was no change. This is not easy, but they have remained dedicated to the effort, doing their best and learning as they go, with lots of support from their counterparts around the state. There have been a few bumps, but we are learning from them and putting things in place to make things better.

In addition to the usual work, during this time staff have been working to launch two programs which have had their own challenges: the Enhanced Home Care for the Elderly (HCE) Program and Volunteer Florida Disaster Recovery. Staff continue to work with providers and our counterparts to implement services and spend down funding.

BUDGET/FINANCE COMMITTEE:

Melissa Gilreath presented the Budget/Finance Committee report. Melissa highlighted the financials for the month ending January 31, 2023. After reviewing financials, Melissa stated that there are no areas of concern regarding the financials for January 2023

Motion:

The Finance Committee recommends the approval of the financial reports for dates ending January, 2023. The motion passed by acclamation.

PROGRAM AND PLANNING COMMITTEE:

Walette Stanford presented the Programs and Planning Committee report. She stated that the Committee talked about general programs report, surplus deficit report, and received an area plan update from staff.

ADVISORY COUNCIL REPORT:

Cheryl Jefferson presented the Advisory Council report. She stated that at the last meeting our nominating committee talked about the newest members who agreed to join the council. The council also receive an area plan update from staff and updates from each of our counties.

NEW 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 July 19, 2023, at 12:00 PM

Ms. Jessica Del Rio, Executive Expediter, prepared the minutes.

Approved by: _____
Melissa Gilreath, Secretary

Date: _____



CEO's Report July 2023

"Integrity is choosing courage over comfort; choosing what is right over what is fun, fast or easy; and choosing to practice our values rather than simply professing them." -Anonymous

IG REVIEW

We submitted the documents requested by the DOEA IG and are awaiting to receive the report.

DOEA MONITORING

The closing meeting of the in-person visit did not reference any areas of concern. There were some suggestions, which we have always welcomed. There were requests for additional information or documents which we supplied. We are now awaiting the report.

OPERATIONAL PRIORITIES

In 2022 and into 2023, we have been discussing staff turnover, remaining competitive with changes in the external, succession planning, the need to create pathways for staff and investing in staff development. Staff presented data to the Personnel Committee reflecting that 2022 was better than 2021 in terms of turnover rates and that trend has continued in 2023 so far. Feedback from exit interviews appears more generally positive each year in terms of company culture, compensation, communication, and coordination. One concern that continues to stand out is workload.

More positions are filled and remaining filled than in 2021 or 2022 and several staff who previously left have returned this year.

Over the last year we have worked to address concerns and continually look for ways to continue to improve. These include the following:

- Updated salary scale and salaries.
- Conducted another salary scale review with recommendations for adjustments.
- Added positions where funding allows; more are planned with expected increases.
- Created middle management positions where work has grown.
- Updated our Succession Plan which will now include a Leadership Development Business Group.

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.



- Provided and continues to encourage additional training and development opportunities.
- In the process of hiring an Organizational Structuring consultant.
- Invited staff to volunteer to help put together and deliver disaster preparation buckets to seniors as part of DOEA's Hope Heroes initiative.

CEO VISITS

I have been having one on one visits with Board members. These are opportunities to ask questions, to clarify things, to share ideas. Thank you to those with whom I have been able to meet with and I look forward to meeting with all of you before the end of the year. A new link to schedule a one-one-one was sent.

I have also had recent visits with Senator Yarborough and Representative Duggan to thank them for their support of the local service program funds for nutrition services as well as for the funding increases in the general revenue programs for frail elders. I also had the opportunity to spend time with Congressman Bean and review USAging's federal policy and legislative priorities.

MISSION MOMENTS

Ms. Estella is a participant in our Care Connection Telephone Reassurance program. She is 92 years old and lives on her own. Ms. Estella is also a published poet and author of five books. She loves to share her poetry; she writes poetry for sermons at her church, and she authored a special poem for our volunteers.

Volunteers

Very loving caring
They see a need
Then get up and succeed
They are people with a loving heart.

Only with a willing mind
They get up and fulfill a need
Wash the clothes, and sweeps the floor
Look around see if there is more.

Loving personality
They have a smile on their face
A prayer in their heart
At the right time let it depart.

Under the shadow of the almighty
They will abide
Not for a night
But there forever, and forever.

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



Never alone, no never
There is the Father, Son, the Holy ghost
In God they can boast
Thank God, thank you

Together we stand Helping each other
All over the land
With out stretch hands.

Enter into the gates with thanksgiving Enjoy yourselves
Singing songs of joy
Resting in the Lord.

Ms. Estella's daughter wrote our Care Connector for the program this email:

It was very nice talking with you. I am very grateful for the work you and all the people at Elder Source do. It would be impossible for my mother to stay in her own home, if it was not for this program. If you only get this THANK YOU, I speak for all the others who had not said it and want to. Thank you a million.

Not only does the Telephone Reassurance program inspire creativity, but it also saves lives:

Two years ago, staff had to file an Adult Protective Services (APS) report when a program participant told the volunteer who called that the participant's daughter in law had hit her upside her head and the daughter-in-law ring even cut her forehead. The participant told her volunteer caller that her daughter-in-law was not very nice to her and gave her a hard time when she was doing the laundry for her. The participant since called the Care Connector over the program to thank us for calling APS, that the investigation was a wake-up call for the daughter in law. She reported that the daughter-in-law now treats her so nicely and that she even folds and puts her laundry away for her.

Sometimes our volunteer callers cannot reach their assigned participant. A procedure for such a situation is a place that requires the volunteer to call three times within a 24 hour period. If the participant cannot be reached and the participant does not return the messages, the volunteer notifies staff who calls the emergency contact on file. In one case, staff called the emergency contact who went to the participant's home to find the participant extremely ill in bed. The participant could not get out of bed and his phone was not charged. He was unable to call anyone. The emergency contact called back thanking the Care Connector for calling her because she was not checking on him very often. She said now she will check on him more regularly.

"To make a difference in someone's life, you don't have to be brilliant, rich, beautiful or perfect. You just have to care." - Anonymous

ElderSource
Board of Directors
Budget Finance Committee Meeting via Zoom
<https://us02web.zoom.us/j/83627584805>
Wednesday, July 5, 2023
4:00 PM

Present

Ed Salek, Chair
Melissa Gilreath
Juliet Williams

Staff

Trina Nullet, Chief Financial Officer
Linda Levin, Chief Executive Officer
Jessica Del Rio, Executive Expeditor

Meeting Called to Order

The meeting was called to order at 4:00 PM, and a quorum was present.

Review of the Minutes

Melissa Gilreath moved to approve the minutes from February 24, 2023, as presented. Ed Salek seconded the motion. The motion was approved without opposition.

Salary Study Budget Review

Trina presented the Salary Study Budget and updated salary scale. Our Operations team worked with our consultants to review the existing salary scale for updating. They compared salaries and positions to determine the appropriate grade level and the Minimum, Midpoint, and Max salary of each position.

In addition to some reclassifying of positions and updating ranges for certain positions, three new manager positions were added creating more opportunities for advancement for staff and to manage workloads.

Trina reviewed other changes as well as the funding sources for the increases and additions.

Trina stated that the total net impact is \$76,041.50.

The recommendation is to make these changes to begin with the payroll beginning the 17th of July.

Motion:

Melissa Gilreath moved to approve the budget impact of the proposed new salary structure effective July 17, 2023. Juliette seconded the motion. The motion passed without opposition.

Meeting adjourned at 4:28 PM

Minutes prepared by Jessica Del Rio, Executive Expeditor.

Programs Committee Minutes
10688 Old St Augustine Rd
Thursday June 15, 2023
11:00 AM
Via Zoom

Present

Barbara Greene
Cynthia Griffin
Walette Stanford

Staff

Linda Levin, CEO
Tameka G. Holly, COO
Trina Nullet, CFO
Fred Richards, VP of Plan/Prgs/Compl/Inclu
Janet Dickinson, Planner
Sherry Holmes, Administrative Assistant

Absent

Grady Williams - Excused

Meeting Called to Order

Walette Stanford called the meeting to order at 11:05 AM.

Approval of Minutes

A motion to accept the April 20, 2023, minutes was made by Cynthia Griffin and seconded by Barbara Greene. Motion was unanimously approved.

Programs Report

Fred Richards reviewed the following highlights:

Veterans Directed Care Program

This Program has gone from 83 Veterans enrolled in March 2023 to a total of 88 Veterans enrolled, a 5% increase over the past few months. Staff anticipates the Program will continue to grow. A full-time employee Jonathan Rosado has been hired and there is one full-time employee position still open.

Florida Disaster Fund Award (Volunteer Florida)

An MOU has been signed with the Volusia Interfaiths Agencies Networking in Disaster (VIND) on May 3 and on June 8 we signed a MOU with the St. Johns Housing Partnership with, Executive Director, Bill Lazar. Referrals are very slow to come in for this program. Fred continues to follow up with the partners.

USAgings-Aging and Disability Vaccination Collaboration

Staff are still in the process of trying to launch this collaboration. Flagler Pharmacy and Flagler Fire Department are extremely interested in participating. ElderSource has engaged Area Health Education Center (AHEC). Tonia Harris, CEO of AHEC looks to partner with the Health Department, Walgreens, and the Hospitals. Also, there is development of a partnership with Disability Solutions for Independent Living (DSIL) located in Daytona Beach. We are awaiting budgets from both entities before submitting an application. The focus of this collaboration is on vaccinations, support services, transportation, personal support referrals and outreach and education.

Terika Scatliffe report highlights related to the DOEA contracts:

- APS cases had no issues with the review.
- Our review of the PSA4 Surplus/Deficits revealed a surplus of funds in CCE and \$300,000 was transferred to another PSA to assist them with spending down.
- The DOEA annual monitoring was completed in May and there were no findings but there were a couple of areas where the Department provided suggestions for improvement.

Contract Update:

- All HCE contracts have been signed. A short-term case management employee was hired for the Enhanced HCE program as she is working with people on the waiting list while our providers work with active clients. This contract has been extended to December 31, 2023.
- We will be transferring funds from St. Johns County to Baker County in CCE and from the City of Jacksonville to Aging True in RELIEF.
- EHEAP was supposed to expire on September 30. Department of Economic Opportunities shortened the contract and is moving contracting for this program to a state fiscal year from July through June. There is a surplus that will be transferred to another PSA. Currently working on the provider amendments.
- Providers have received their allocations for the Older Americans Act carryforward dollars and submitted their budgets. This information has been submitted to DOEA for our contract to be amended and then we'll do provider contract amendments.
- All are state funded programs ending June 30 and new contracts will be starting on July 1.

Surplus Deficit

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 we are spending appropriately, and there are no issues as many of the Programs are within 1-5 %.

General Revenue

Alzheimer Disease Initiative (ADI) and Community Care for the Elderly (CCE)

Providers have been doing their best to spend down appropriately, but unable to hit that mark under these two Programs. Some of this is still related to workforce issues. This surplus has been communicated to DOEA.

Home Care for the Elderly (HCE)

There is some surplus but expected to be spent out by contract end.

Local Service Programs (LSP)

Expected to be spent out by contract end.

Respite for Elders Living in Everyday Families (RELIEF)

Expected to be spent out by contract end.

2023 Funding

Linda Levin, CEO informed the committee that there will be increases in funding for some of the GR Programs. We will receive our allocation once the Governor signs the budget. Until then, we and our providers will be doing continuation level budgeting and contracts. The increases from the State will be brought back to the Board for approval and amendments will be made with the providers. We received Local Service Program (LSP) funding for nutrition services again with the support of Senator Yarborough and Representative Duggan, although it has been reduced by half to \$250,000. When the Governor signs the Budget, ElderSource will receive the contract from DOEA, and then contract with the providers. Jewish Family and Community Services also received LSP funding again and we will be managing that contract for the Department again.

ADRC Summary Report

Fred Richards reviewed the ADRC Summary with the committee in Renee Knight's absence. The report detailed the following information:

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

ElderSource Programs and Services

Senior to Senior Program

Fred Richards noted that the main goal of this Program is providing financial assistance to seniors 60 years of age and above who are in a crisis. 230 seniors are to be served throughout the grant year. Currently there are 105 individuals served, which is 46% of the goal.

Caregiver Program(s) Supports

Fred updated the Committee on each of the programs below:

Caregiver Assessment & Referral (TCARE) Program

This is a Caregiver Support Program, funded by Florida Blue Foundation, that provides meaningful information and referrals that may help specific Caregiving experiences. There are 113 Family Caregivers being serviced through the Program (end of 2022).

YouMeCare Program

This is a resource/referral used in TCARE. Through a grant from Humana Foundation that can offer 50 Caregivers with 27 hours of respite care until October 31, 2023. So far, 22 Caregivers have been provided with a combined 381 hours of respite care as of May 31, 2023.

Powerful Tools for Caregivers

This is a six-week course where participants meet weekly over Zoom. Participants learn how to take care of themselves while caring for someone else.

Telephone Reassurance Program

The TRP is designed to reduce loneliness, isolation, depression, anxiety and to address cognitive decline. Regular phone calls from volunteers help seniors stay connected to their community and engage in meaningful relationships.

The Tablet Program

IN2L (It's Never Too Late) The Tablet Program is to make sure people stay connected. The number of active users changes each month. The number of users for April 2023 is 17. Staff are reaching out to non-participants to find out why they are not using them.

Community Health Navigator Program

A grant request was submitted to the Community Foundation on May 15th for \$25,000. The point of this Program is to help those individuals effectively navigate complex health care and social services delivery systems. Resources are out there but people do not know how to access them. Some of our goals would be to reduce hospital re-admissions, ensure access to quality care, assist with navigation, ensure a person is being served in the least restrictive environment, and assist with navigation. The projection is to engage 50-100 participants between the age 60 or older within the first year of the Program.

Area Plan Update

Janet Dickinson, Planner presented a Power Point presentation to the Committee on the status of the Area Plan. Janet noted that she is preparing the Area Plan for January 2024-2027.

Janet will hold the Volusia County Public Hearing on Thursday June 22 from 1:30 PM – 2:30 PM in the President’s Banquet Hall at Bethune-Cookman University located in Daytona Beach, FL. The Duval County Public Hearing is in the planning stage for July or August. Janet covered the following sections on the Area Plan.

Plan Sections - Completed or Nearing Completion:

- Introduction to the Area Plan
- Program and Contract Module Certification
- AAA Board of Directors; Advisory Council
- Funds Administered and Bid Cycles, Resources.
- Executive Summary; Mission and Vision Statements
- Profiles (identifies counties, communities, data on socio-demographics, resources, partnerships, etc.)
- Emergency Preparedness

Plan Sections - Still Delving Into:

- Performance and Targeted Outreach
- Unmet Service Needs and Opportunities
- Strategies part of Goals and Objectives
- Direct Service Waiver Request Forms
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Janet has requested that the committee share their thoughts with her regarding the SWOT Analysis. This information is necessary within the next 3-4 weeks so members’ comments can be included within the Plan.

Area Plan: Next Steps

- Public Hearings
- Continue to complete sections of the Plan.
- Present draft of the Full Plan prior to the next committee meeting.
- Obtain Advisory and Board of Directors approvals.

(See slides 33-36 for detailed information)

Emergency – Disaster Preparations

Janet briefly discussed ElderSource's Emergency-Disaster Preparations with the group.

- Key Players
- Emergency Preparation Activities

(See slides 37-39 for detailed information.)

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

Meeting adjourned at 11:50 AM

Minutes prepared by Sherry Holmes, Administrative Assistant

ElderSource
Board of Directors
Governance, Personnel, & Bylaws
Committee Conference call

Minutes

Present:

Amanda Smith, Chair
Catherine Whitworth
Shelley Hirsch
Vivile Dietrich

Staff:

Linda Levin, Chief Executive Officer
Trina Nullet, Chief Financial Officer
Tameka G. Holly, Chief Operating Officer
Bernadette Brown, Employee Experience Manager
Jessica Del Rio, Executive Expediter

Guests

Megan Richardson, DCSI
Catherine Mobilian, DCSI

Call to Order:

Amanda Smith opened the meeting of the Governance Committee at 4:04 PM.

Affirmative Action Plan(AAP)

Tameka Gaines Holly, COO, introduces Megan Richardson and Catherine Mobilian from DCSI. Ms. Richardson and Ms. Mobilian presented the 2022 AAP Summary. They presented the overall statistics and placement goals of each section (Minority, Women, Veteran, & Disability).

Catherine reviewed the disparity analysis. She stated that overall we are on target except for one section under promotions. They noted to keep an eye on it for next year.

Catherine went over our things to remember:

- New voluntary self-identification of disability forms effective for use starting 7/25/2023
- Track all outreach efforts throughout the year with appropriate formatting
- Gather demographics for all applicants
- Continue on the job training opportunities for protected veterans, individuals with disabilities, women, and minorities to increase promotions activity
- Increase recruiting efforts for people with disabilities and veteran applicants in job groups that have placement goals.

After the presentation the Committee had no questions.

Salary Scale Update

Tameka G. Holly presented the salary scale update. She noted that we wanted to be able to see how we are aligned with the current market and recommended changes. Linda noted that the salary scale update came from the Board's concerns on the turnover rate and the change in the market over the last year or so. The Board also suggested creating opportunities for growth for staff and succession planning. The proposed changes included salary adjustments for certain positions, adding middle management positions and reclassifying certain positions.

Trina Nullet presented the financial impact of the recommendations. The total impact is \$71,358.52. Trina also showed where the funding comes from to implement the recommended changes. After approval from the Personnel Committee the budget will be presented to the Finance Committee.

After the some discussion, there were no questions.

Motion:

Amanda Smith moved to approve the salary scale and budget as presented. Shelley Hirsch seconded the motion. The motion passed without opposition.

Organizational Development Consultant

Tameka noted that with our growth we want look at our structure and to determined if we are structured correctly, are there ways to improve, and if there is room for growth within our organization and have our structure continue to grow. The Board previously approved the scope of work for hiring an Organizational Development Consultant. Staff sought quotes and presented the three received to the Committee for consideration.

After discussion, the Committee asked Ms. Holly follow up with DCSI regarding their pricing and to come back to the Committee with information for additional consideration before voting.

Turnover Report/Exit Interview Data

This agenda item was differed until the next meeting.

Board Resignations

This agenda item was differed until the next meeting.

Board Recruitment

This agenda item was differed until the next meeting.

Adjournment:

Having no further business, the meeting adjourned at 4:37 PM.

Ms. Jessica Del Rio, ElderSource Expediter, prepared the minutes.

ElderSource Board of Directors
Meeting of the
Executive Committee
6/15/2023 at Noon

MINUTES

Present:

President, Dr. Sandy Robinson
Treasurer, Ed Salek
Secretary, Melissa Gilreath
At-Large, Grady Williams
Vice President, Walette Stanford

Absent:

At-Large, Catherine Whitworth-Exc

Staff Present:

Linda Levin, Chief Executive Officer
Tameka Gaines Holly, Chief Operations Officer
Jessica Del Rio, Executive Expeditor

Guest

Lindsay Swiger, Legal Counsel

Meeting Called to Order:

President Dr. Sandy Robinson called the meeting to order at 12:05 PM. A quorum was present.

Demand Letter

Executive Committee met to consult with legal counsel regarding a demand letter received from a former employee. There was discussion regarding options and next steps. After motion from Grady Williams and second from Melissa Gilreath and unanimous vote, the Executive Committee authorized Ms. Swiger to take appropriate actions in the defense of the legal claims. Ms. Swiger will inform Ms. Levin and the Board of developments.

Meeting adjourned at 12:53 PM

Ms. Jessica Del Rio, Executive Expeditor prepared the minutes.

**Advisory Council Meeting
10688 Old St Augustine Rd
Thursday June 15, 2023
12:30 PM**

Via Zoom

Present

Pamela Sanders – Baker
Diane Eckert – Clay
Stevie Taylor – Clay
Bernie Fitzgerald – Flagler
Joanne Hinkel – Flagler
Latonja Best – St. Johns
Frances Chew – Volusia

Absent

Cheryl Jefferson – Duval (Excused)
Earnest Berrian – Duval
Ingrid Montgomery – Duval (Excused)
Valerie Thomas – Duval
Barbara Solomon – Flagler
Chernice Benjamin – Nassau (Excused)
Albert Abbatiello – St. Johns (Excused)
Carol DeMarco – St. Johns (Excused)
Ashley Jennings – Volusia (Excused)

Staff and Guest

Linda Levin, CEO
Tameka G. Holly, COO
Fred Richards, Plan/Prgs/Compl/Inclu.
Janet Dickinson, Planner
Sherry Holmes, Administrative Assistant

Meeting Called To Order

Bernie Fitzgerald called the meeting to order at 12:35 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 April 20, 2023, meeting was made by Joanne Hinkel and seconded by Pamela Sanders. Motion passed unanimously.

Nominating Committee

Stevie Taylor, member of the Nominating Committee, noted that the committee met on June 6 at 11:00 AM to review the applications of four candidates. The committee recommends that all four

candidates be considered as members of the Advisory Council because they each bring a wealth of information and knowledge.

A motion to accept the applicants Christy Fitzgerald, Christine Hackney, Steven Sherman, and Vivian Jones for membership was made by Stevie Taylor and seconded by Joeann Hinkel. Motion passed unanimously.

2024-2027 Area Plan

Janet Dickinson, Planner discussed the Area Plan with the group. The new Area Plan begins January 2024 and ends December 2027. The completed Plan will be due to the Department of Elder Affairs (DOEA) in September. The Program Module is due on September 15, 2023 and the Contract Module is due on October 3, 2023. Janet discussed the following areas:

- Progress Report
- Update on Up-coming Public Hearings
- County Profiles/Socio-Demographic Information
- SWOT Analysis with Advisory Council Input

Members participated in the SWOT analysis by acknowledging some of the strengths, weaknesses, opportunities, and threats in their counties.

Strengths:

Baker –Baker County’s strength is transportation. They have one of the best transportation systems for the elderly and disabled.

Flagler – Flagler noted that the support offered under the County Government is a strength in that they do not have concerns that a non-profit would have. Their focus can be on the Programs without the worry of fund raising.

Flagler and Volusia – A newspaper called “Seniors Today” is published within these two counties. The newspaper includes information from Flagler and Volusia on topics that are of concern to seniors. This paper is well distributed and delivered to various businesses by seniors. Newspapers are everywhere. The reach and circulation are amazing. Seniors appear to prefer the hard copy newspaper as opposed to electronic copies. This is an attractive feature for seniors.

Weaknesses:

Baker County –Poor services is a barrier. There are no local providers, social workers and no one to provide regular services. The services offered on the website are not local and this makes it exceedingly difficult to get them. Also, there are services listed on the website, but they do not exist.

Flagler –Vendors for the In-Home services have staffing issues, and most are trying to rebuild after COVID. Getting enough vendors to cover the services is a nightmare.

Rates are also a problem. CNA's and HHA's are paid almost the same rate that we would get from the County. Another weakness is that people do not know what ElderSource can do for them. Forming a committee or having a conversation on how to do better with branding is needed.

Opportunities:

Linda Levin noted that Andrea Spencer, VP of Communications spends a great deal of time communicating and reaching out to the media and sending them stories. Andrea does a considerable amount of networking and outreach events. Getting the attention of the media is much more difficult these days. Paid advertising is better but expensive. Linda has offered to invite Andrea to come and talk to the Advisory Council. Janet suggested that communication could be the topic for the next meeting if Andrea is available. The members agreed to the suggestion.

Baker County – A newspaper called the “Good News” prints only good news and a suggestion for ElderSource is to post a column for seniors indicating the services they provide.

Flagler County – Radio opportunities are being utilized by our local Veterans Services and the County; both have radio spots.

Threats:

Baker County – The cost of services, and the long wait list, makes the people feel forgotten. They eventually give up on trying to get services. Older apartments are turning into Condos forcing seniors to relocate or buy the apartment.

Flagler County - Homeowners Insurance has become a big issue as insurance companies are requiring a new roof on many homes or you face the threat of non-renewal of policies. This is a scam where insurance companies are working with roofing companies. What can we do about it?

There are a lot of Flagler sprawl areas where mobile homes are in such bad shape as there is no one established to fix or repair them. People are living in poor conditions. Any replacements due to the Hurricanes will take about three years and people are under the impression that they will be getting a new replacement soon. There is no Programing in these areas and people are forced to live in what they have.

Affordable housing in general varies, depending upon your interpretation of affordable housing. Some seniors 85 years old and up receive a social security check for less than \$1,000 a month. New housing goes up, but Section 8 is closed. Rents are rampantly increasing.

Janet will be available for Council members to contact her individually and provide their SWOT information. A draft of the full Area Plan will be provided to members prior to the next meeting. There will be an open discussion on the Area Plan at the August 17 meeting. The process will be for the Advisory Council and then the Board of Directors to review and approve.

Janet will hold the Volusia County Public Hearing on Thursday June 22 from 1:30 PM – 2:30 PM in the President’s Banquet Hall at Bethune-Cookman University located in Daytona Beach, FL. The Duval County Public Hearing is in the planning stage for July or August.

Disaster Preparedness Emergency

Janet Dickinson discussed ElderSource’s Emergency Disaster Preparations.

- Emergency-Disaster Contacts
- Emergency Preparation Activities

See Power Point slides for detailed information.

County Reports

Volusia

No Representation

St. Johns

Latonja Best

- Latonja noted that a lot of construction is happening in the County where luxury apartments are being built that are very affordable for our seniors.

Nassau

No Representation

Flagler

Joanne Hinkel

- Joanne corrected a statement in our April 20, 2023 minutes where Bernie stated that the “Church on the Rock had a wonderful nutrition program”. Joanne noted that Church on the Rock is the location where meals are served to seniors and the Flagler County Board of Commissioners is providing those meals.

Duval

No Representation

Clay

Stevie Taylor

- Stevie noted that they are working on some things to help the homeless Veterans in Clay County to make sure Veterans have the benefits they deserve.

Diane Eckert

- Diane has someone interested in the Advisory Council and is requesting an application for that individual.

Baker

Pamela Sanders

- Pamela noted that she is desperately trying to find participants for Baker County. Pamela has two candidates in mind and has requested two applications.

Old Business

None

New Business

None

There was no further business, and the meeting was adjourned.

Meeting Adjourned at 1:34 PM

Minutes prepared by Sherry Holmes, Administrative Assistant

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

(Date)

Secretary: _____ Stevie Taylor