



ElderSource, Inc. (Parent)
Strategic Planning Committee Meeting
March 2, 2023, Time: 2:00pm

Agenda

- | | | |
|------|---|--------------|
| I. | Call to Order | Brenda Ezell |
| II. | 2023-2027 Strategic Planning Presentation | Linda Levin |
| III. | Other Business | |
| IV. | Adjourn | |

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

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

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



Work in progress draft
Strategic Framework
2023 – 2027

Draft Jan 30, 2023

This longer time frame of this framework accommodates some very large projects. The framework will likely need updates during this timeframe or may need to be refreshed completely before 2027.

Contents

- Vision, Mission, Purpose 3
- Strategic Priorities & Timeline 4
- Measures..... 5
 - Provide more services 5
 - Generate additional funding to invest in mission-aligned services 6
 - Improve the quality of existing services 6
- Strategic Priorities..... 6
 - Raise community awareness of services 6
 - Build out and grow MMS 7
 - Build out and grow ElderSource Institute 8
 - Pursue Housing Solutions 9
 - Pursue transportation solutions 11
 - Pursue social enterprise opportunities 13
- Appendices..... 15
 - Appendix A: ElderSource Strategy Screen 15
 - Appendix B: Strategic Categorization of Revenue Generation and Fundraising 17
 - Appendix C: Vision – What does success look like for ElderSource in 2035? 18
 - Appendix D: Planning Process..... 19

Vision, Mission, Purpose

	ElderSource, Inc. (parent)	ElderSource (NEFLAAA)	ElderSource Institute	Wise Owl Properties	Medicaid Management Services (MMS)
Vision The future we envision for the community	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 The work we do to achieve the vision	ElderSource empowers people to live and age with independence and dignity in their homes and their community.				
Company Purpose Our complementary roles to achieve the vision	ElderSource, Inc. coordinates and leverages the resources of the ElderSource family to maximize their effectiveness	ElderSource is a steward, advocate, and connector of people, information, and resources.	ElderSource Institute innovates and reaches more people with mission-aligned services and generates net income to reinvest and serve more people through the ElderSource family.	Wise Owl Properties manages capital investments to best support the missions of the ElderSource family and provide a return on investment.	MMS increases the delivery of services by acting as the contracting intermediary between partner agencies and funding/payment streams.

Strategic Priorities & Timeline

The table below summarizes the strategic priorities and estimated timing. Overall, these actions support our key goals of providing more services, bringing in more money (to provide more services), and increasing the quality of our work. We summarize these as **more services, more money, more better**. Timing, and this table, is expected to change over time, especially as some of the areas which require further pursuit and due diligence are explored, or other opportunities arise.

No activity
Planning
On-Going
Heavier efforts
Decision

	2023	2024	2025	2026	2027
Raise awareness of services					
Refine awareness goals	Planning				
Seek professional marketing assistance		Decision			
Continue to communicate and evaluate	On-Going	On-Going	On-Going	On-Going	On-Going
Build out and grow MMS					
Set staffing	Heavier efforts				
Continue to build board	On-Going	On-Going	On-Going	On-Going	On-Going
Develop marketing	Heavier efforts	Heavier efforts	On-Going		
Build operations & QA	Heavier efforts	Heavier efforts	On-Going		
Manage risk	Heavier efforts	Heavier efforts	On-Going		
Build out and grow ElderSource Institute					
Set staffing	Heavier efforts				
Continue to build board	On-Going	On-Going	On-Going	On-Going	On-Going
Develop marketing framework		Heavier efforts	Heavier efforts	On-Going	
Build operations & QA framework		Heavier efforts	Heavier efforts	On-Going	
Manage risk		Heavier efforts	Heavier efforts	On-Going	
Pursue housing solutions					
Make the initial exploration and recommendation	Decision				
Form taskforce & make initial recommendation	Decision				
Research issues and range of options	Decision				
Evaluate & recommend options	Decision				
Conduct risk assessment	Decision				
Participate with FL4A on legislative advocacy	On-Going	On-Going	On-Going	On-Going	On-Going
Pursue transportation solutions					
Make the initial exploration and recommendation	Decision				
Form taskforce & make initial recommendation	Decision				
Research issues and range of options	Decision				
Evaluate & recommend options	Decision				
Conduct risk assessment	Decision				
Pursue social enterprise opportunities					
Make the initial exploration and recommendation	Decision				
Form taskforce & make initial recommendation	Decision				
Research issues and range of options	Decision				
Evaluate & recommend options	Decision				
Conduct risk assessment	Decision				

For the pursuit of new ventures, all three should be initially explored concurrently with separate taskforces but using the same strategy screen in Appendix A. These groups will present their findings to the parent board and strategic planning committee who will decide on relevant prioritization.

Measures

Provide more services

	2021	2022	2023	2024	2025	2026	2027
Total Inbound & Outbound Calls PSA4 Helpline (ADRC)	55,435	60,877					
Information & Referral Contacts	30,920	41,643					
# Services provided by partners by Social Determinants of Health and funding from ElderSource							
Caregiver Support	210,415	169,537					
Community Support	246,359	245,361					
Food Security	937,633	620,245					
Housing Stability	3,623	5,254					
Transportation	66,657	72,008					
Loneliness/Isolation	18,706	26,390					
Mental Health	6,237	4,246					
Health & Wellness (classes)	47	47					
MMS Contracts Signed with insurance plans	n/a						
MMS Contracts signed with providers	n/a						
# Services (clients) served in EI	n/a						
# Certificates of completion delivered in EI	n/a	7					

Total direct services provided by ElderSource (AAA)

	2021	2022	2023	2024	2025	2026	2027
TCARE	37	74					
Telephone Reassurance	96	88					
Senior to Senior	259	226					
Total Assessments & Re-assessments	8,060	7,400					
SHINE Contacts	3,453	3,138					
Veterans	74	125					
Health Navigator Services	n/a	n/a					
Total Direct Services	11,979	11,051					

Generate additional funding to invest in mission-aligned services

Net income is shown before intercompany transfers with a goal to increase combined net income. Note that the CEO’s evaluation should be aligned with this measure to evaluate overall revenue generation and management of expenses, superseding philanthropic giving/fundraising.

	2021	2022*	2023	2024	2025	2026	2027
ElderSource (NEFLAAA)	580,791						
Wise Owl Properties	28,689						
ElderSource, Inc. (Parent)	-90,504						
ElderSource Institute	-12,487						
MMS	77,134						
Combined	583,623						

*Pending month end close

Improve the quality of existing services

Measures are satisfaction ratings from annual surveys.

	2021	2022	2023	2024	2025	2026	2027
Clients	94%	94%					
ElderSource	n/a	91%					
Caregivers (TCARE)	n/a	100%					

Strategic Priorities

Raise community awareness of services

Desired outcomes:

- **More Services**
- Increasing outreach to ElderSource
 - Increasing calls to ADRC (and being willing to hire additional staff to meet that need, and learning from data collected on services needed, and messages to legislature)
 - Increased requests, online connections
- MMS: Increase contracts with health plans and provider network
- EI: Enroll more people in certificate of completion (professionals), enrollment/sales of other EI services to private pay customers (future)

- Our target populations will know how we can help them -- Caregivers, elders & people with disabilities (*not a household name*)
- Referral sources / supporters of target populations will know how we can help.
- Recognition of MMS & EI (B2B): launch

Key Steps:

- Refine our awareness goals.

- Create specific strategies for ElderSource, MMS, EI & adapt over time.
- Raise visibility of ADRC to reach more people.
- Prioritize audiences to reach.
 - How do we find elders & people with disabilities? Start here.
 - Are caregivers everyone?? Is there any way to reach this group specifically? How do we draw the line here?
- Consider our external promise.
 - “Start Here for Help” vs. being the Google or Wiki of services for seniors & people with disabilities, *start not end here.*
 - *Even if we can’t meet initial presenting need, we may be able to address other needs or expose them to additional services & supports.*
- Bring more awareness to SHINE, EI Certification of Completion.
- Bring more awareness to caregiver support services, technology services addressing loneliness and isolation, and telephone reassurance.
- Seek professional marketing assistance for AAA, MMS & EI
 - Determine project scope and deliverables.
 - Recommend who we hire.
 - Determine further actions required.
 - Recommend how much we invest & link to desired outcomes.
 - Balance digital and other forms of communication to meet varied preferences across target audiences
- Continue to communicate and evaluate the effectiveness of the communication strategies and implementation.

Who: Vice President of Communications

Notes from Planning Discussions

- Raise awareness of ADRC more than anything other “Start Here for Help.”
 - But it’s not come here for help, we connect. We put people on waiting lists = failure for the consumer.
 - Why should they call us? SHINE, EI Certification of Completion needs more attention.
- Raise awareness of resources, connections, knowledge, education
- Create a defined outreach plan that might include social media, faith organizations.
- Target: users of service – needs to across all people, diversity of people
- There is some evidence of brand confusion / lack of awareness.

Build out and grow MMS

Desired outcomes:

- **More Services, More Money, More Better**
- Impact to insurance plans:
 - Cost savings
 - Efficiencies
 - Increasing quality
 - Increasing patient satisfaction
- Impact to providers (nonprofits, AAAs, and others)
 - Access to different / more funding

- Serving more clients
- Delivering more mission

Key Steps:

- Set staffing.
 - Hire Director.
 - Finalizing job description.
 - Org Chart.
- Continue to build the board.
- Develop marketing.
 - Confirm naming.
 - Lay out benefits & approach to insurance plans.
 - Lay out benefits & approach to provider network.
 - Develop Member agreements.
- Develop operations & QA.
 - Create a business plan.
 - Set pricing.
 - Develop policies & procedures.
 - Develop contract templates.
 - Seek IT platform.
 - Develop QA process, measures, & tools.
 - Create training plans for the provider network.
- Manage risk.

Who: MMS Board, ED, CEO, Parent Board

Notes from Planning Discussions

- *Emphasis on implementation & quality. Needs its own plans, measures,*
- Manage risk, establish compliance processes.
- Plan.
- Recruit skilled talent.
- Create technology / process.
- Keep the social spirit and high quality.
- Need to keep board and staff up to date – where it stands, how it impacts the whole organization.
- This runs mostly on its own – not a part of the other ElderSource work.
 - Separate staffing, different business model
 - primary market is the insurance industry rather than the direct consumer.
 - generates net revenue for parent, direct revenue for ElderSource Institute
 - Support health navigator
- Has its own business plan, needs its own strategic plan.
- Focus is on AAA and agencies that serve people who are aging and people with disabilities.
- The [Gravity Project](#) includes digital standards for SDH.

Build out and grow ElderSource Institute

Desired Outcomes:

- **More Services, More Money, More Better**
- More resources will be available for caregivers.
- More and high-quality resources will be available for professionals who work with elders and people with disabilities.
- Concepts developed with the expertise in the ElderSource family can be made into income generating products and services.

Key Steps:

- Set staffing.
 - Hire Director.
 - Finalizing job description.
 - Org Chart.
- Continue to build the board.
- Develop marketing framework.
 - Because the product mix is unsure and expected to grow/change over time, the timing and nature of this work is also unsure. It includes elements such as:
 - Lay out benefits and approach for each product and its target audience.
- Develop operations framework.
 - Because the product mix is unsure and expected to grow/change over time, the timing and nature of this work is also unsure. It includes elements such as:
 - Create a business plan.
 - Set pricing.
 - Develop policies & procedures.
 - Develop QA process, measures, & tools
- Manage risk.

Who: EI Board, ED, CEO, Parent Board

Notes from Planning Discussion

- The defining body of work is currently: certification of completion, transfer of programs from AAA to EI. This includes:
 - Caregiver support
 - Navigator services – WIP @ AAA
 - MMS driven needs
 - Certificate of completion
- Plan to continue to deliver these programs.
 - Timely launch
 - quality
 - positive net income
 - staffing

Pursue Housing Solutions

Though the actual relationship ElderSource will have to housing or the actions that we might take have not yet been determined, we are strategically committed to finding out how we can make a difference to fill this critical need.

Desired outcomes include:

- **More Better, More Services, More Money**
- Impact for elders and people with disabilities
 - Affordable housing
 - Safe & culturally competent housing
 - More independence
 - Higher quality of life
- Impact on ElderSource staff
 - Affordable housing
 - Supporting workforce retention
 - Quality of life
- Impact on the ElderSource companies
 - Additional revenue streams
 - Demonstrating that we are good care providers.
 - Creating good will in community

Key steps:

- Make the initial exploration and recommendation.
 - A 3-5-person group will make the initial exploration. This group may include board members or people with expertise in this area.
 - The group will identify the issues and range of options, seeking existing evidence.
 - Using the strategy screen, the group will make a recommendation on ElderSource's course of action and timing in this area.
- Form the taskforce / committee - Decide ◆ go/no go/refine
 - Similar to the strategic planning taskforce, this small group will report to strategic planning committee. It will research and make recommendations for approval by the board(s).
 - It will include staff & board members and may include non-board volunteers who bring expertise.
 - The strategic planning committee will track progress of the taskforce and help to obtain resources as needed
- Research the issues – Decide ◆ go/no go/refine
 - Include voice of the consumer, starting with existing research, but adding as needed.
- Identify opportunities and evaluate using the rubric - Decide ◆ go/no go/refine
 - Options may include, but are not limited to:
 - Do we own? Do we provide expertise to partners? Where do we fit?
 - What grants and funding are available?
 - Test ideas with consumers
- Conduct risk assessments - Decide ◆ go/no go/refine

Who: Wise Owl Board, Housing Taskforce and support from Strategic Planning Committee

Notes from Planning Discussions

- Explore options, existing programs, identify gaps/needs where our expertise is suited
 - We should bring our expertise, but not build a new housing platform.
 - Benchmark available models already in existence

- Consider housing for people with disabilities, elders, workforce (see the Medical Community Model for support in housing, RA model) - for our workforce, for partner workforce, for home health aides, etc.
- Are we in conflict with Aging True? We don't know yet. Believe the focus is HUD housing for seniors, not workforce. Need to make sure our work is aligned.
- Consider this as a collaborative opportunity - developers are already vetted and invested. They have credibility with foundations, for tax credits & available grants.
- We believe funding will be available.
 - Community Foundation, Delores Weaver has a tiny house initiative, LIFT Jax supporting developers on workforce housing, HUD has possibility too, donors & foundations.
 - Legislative priority – affordable, housing for homeless
- This is likely multi-year planning and then multi-year implementation and shouldn't be done at the same time as another big initiative.
- Consider green implications from various options.
- Consider digital/non-digital access points from various options.

Some current resources on housing:

- [Jacksonville Housing Alignment & Collaboration Initiative](#)
- [Advocates Guide '22: A PRIMER ON FEDERAL AFFORDABLE HOUSING & COMMUNITY DEVELOPMENT PROGRAMS & POLICIES](#)
- [SAGE Affordable Housing Guide for LGBTQ Aging Adults](#)
- [Case Study: Fostering Health Equity by Creating Equitable Housing](#)
- [Senior Housing That Seniors Actually Like](#), NYT Jan 29, 2023, Accessory Dwelling Units

Pursue transportation solutions

Desired outcomes:

- **More Better, More Services, More Money**
- Decreases isolation.
- Safe, affordable, & culturally competent service
- Supports more independence.
- Supports higher quality of life.
- Increases access to services, recreation, family, healthcare, etc.
- Supports caregivers with reliable, flexible, and safe service.
- Services should be net profitable.

Key Steps:

- Make the initial exploration and recommendation.
 - A 3-5-person group will make the initial exploration. This group may include board members or people with expertise in this area.
 - The group will identify the issues and range of options, seeking existing evidence.
 - Using the strategy screen, the group will make a recommendation on ElderSource's course of action and timing in this area.
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- It will include staff & board members and may include non-board volunteers who bring expertise.
- The strategic planning committee will track progress of the taskforce and help to obtain resources as needed.
- Research the issues – Decide ◆ go/no go/refine.
 - Include voice of the consumer, starting with existing research, but adding as needed.
- Identify opportunities and evaluate using the rubric - Decide ◆ go/no go/refine.
 - Options may include, but are not limited to:
 - Do we purchase our own assets / vehicles? Do we fund existing services? Do we sell training / certification to existing services? Where do we fit?
 - What grants and funding are available?
 - Test ideas with consumers
 - Several comparative transportation ideas for elders are noted [here](#).
- Conduct risk assessments - Decide ◆ go/no go/refine.

Who: Wise Owl Board, Transportation Taskforce and support from Strategic Planning Committee

Notes from Planning Discussions

- Options include but are not limited to:
 - Looking for strategic partners
 - Traditional taxi companies that have lost market share & opportunity?
 - Trained drivers who can support needs of our people – “Elder Uber.”
 - Existing church ministries – doctor appointments, shopping,
 - If there is a possibility of purchasing vehicles or other assets, include consultation with the Wise Owl board.
 - Awareness/training of how to access ride sharing services.
 - Providing a ride share concierge accessible by phone (and who can set up an initial account?)
- Supporting data: shows in the needs assessment, came up in focus groups, counties have transportation advisory boards which Janet Dickinson sits on, need exceeds availability, paperwork/qualification is a barrier, difficulties in getting funding, qualified drivers, driver pay rates. Transportation shows up as a large community need almost everywhere and tends to be a larger challenge in smaller communities.
- ITN – possible program – has a startup cost.
- Lack of transportation impacts isolation, health, ability to stay in your home, impact on caregivers.
- Shouldn't be done at the same time as another big initiative.
- Needs discovery.
 - Do we want more of the same – expanding the current model – or do we want something more flexible?
 - Want to find existing models to fit our needs.
- Consider green implications from various options.
- Consider digital/non-digital access points from various options.

Pursue social enterprise opportunities

Desired outcomes:

- **More Money, More Better, More Services**
- Employs seniors or people with disabilities.
- Increases community awareness of ElderSource / Services
- Clearly and intuitively advances the mission with the kind of service provided (e.g., isolation)
- Services should be net profitable – and we should make the linkage clear that earned income goes back to providing more services.

Key Steps:

- Make the initial exploration and recommendation.
 - A 3-5-person group will make the initial exploration. This group may include board members or people with expertise in this area.
 - The group will identify the issues and range of options, seeking existing evidence.
 - Using the strategy screen, the group will make a recommendation on ElderSource's course of action and timing in this area.
- Form the taskforce / committee - Decide ◆ go/no go/refine.
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 - It will include staff & board members and may include non-board volunteers who bring expertise.
 - The strategic planning committee will track progress of the taskforce and help to obtain resources as needed.
- Research the issues – Decide ◆ go/no go/refine.
 - Include voice of the consumer, starting with existing research, but adding as needed.
- Identify opportunities and evaluate using the rubric - Decide ◆ go/no go/refine.
 - Options may include, but are not limited to:
 - Ice Cream store
 - Thrift store – postponed but not rejected in prior planning periods.
 - Intergenerational services (tutoring, childcare)
 - Transportation / driving
 - Placing people into jobs rather than starting our own enterprise
 - Other
 - Test ideas with consumers
- Conduct risk assessments - Decide ◆ go/no go/refine.

Who: Social Enterprise Taskforce with support from Strategic Planning Committee

Notes from Planning Discussions

- Possibly partnering with Communities for Independent Living (CILs)
- Could be entrepreneurial ventures such as an ice cream shop. *(as an example, may not be sufficient to impact net income. This is also an employment opportunity. See Bitty & Beau's coffee.)*
- Could be new services offered through ElderSource Institute, or not
- Shouldn't be done at the same time as another big initiative.
- Could be collaborative.

ElderSource Strategic Framework Draft 1.30.23

- Opportunity & Time driven.
- Consider green implications from various options.
- Consider digital/non-digital access points from various options.

Resources:

[Social Enterprise Business Plan](#), Propel Nonprofits

Appendices

Appendix A: ElderSource Strategy Screen

This is a consistent set of questions that can be used to evaluate large strategic choices. These could be deployed either to create consistent discussion or even as a scorable rubric as shown below.

Score		Alignment			
		Deal Breaker	None to Low Score 0	Medium Score 3	High Score 5
	Is consistent with the identity statements for the organization	Inconsistent with vision, mission, or values	Vision, mission & values are consistent, but very little else	Vision, mission & values and <u>most</u> other areas are consistent	Entirely Consistent with our goals and work
	Provides more services	We will provide fewer services as result of this initiative	No effect services provided.	We expect to provide more services, but unsure of the numbers or timing.	We expect to provide 10% or more additional services within three years.
	Has short-term wins	n/a	At least a few opportunities within 18 months	Many opportunities within 12 months	n/a
	Increases awareness & name recognition. <i>Target audience will vary by initiative</i>	n/a	No one outside of ElderSource families will be aware of or interested in this initiative.	Initiative is visible and of interest to our target audiences through our own media	Initiative can gain significant earned media
	Diversifies funding sources	n/a	Existing, significant funding source.	Existing funding source, but a smaller one.	Funding source is completely new.
	Ability to create unrestricted net income	n/a	May not provide positive net income.	Expected to provide positive unrestricted net income by the third year or later.	Expected to provide positive unrestricted net income in first or second year.
	Revenue is financially sustainable <i>(revenue may be</i>	n/a	We believe revenue or funding is	Revenue is known to be reliable for a defined period	Revenue is known to be reliable for multiple years.

Score		Alignment			
		Deal Breaker	None to Low Score 0	Medium Score 3	High Score 5
	<i>funded or earned)</i>		viable but are not sure.	of at least 1 year.	
	Size of investment required (\$)	n/a	<i>This is a data point, not scorable</i>		
	We have or can attain the capacity to deliver (staff time, resources, training, etc.)	We have no expectations of reasonably attaining capacity.	We have no or less than 50% funding for the required staff, training, & tools. Any addition requires increases in current workloads.	We have <u>partial</u> (50-99%) funding for the required staff, training, & tools.	We have/expect to get <u>full</u> funding for the required staff, training, & tools. There will be no increase in current workloads.
	Anticipated Risk Level	Significant risk without a plan to manage or insulate other operations	Significant risk with a plan to manage and insulate other operations	Acceptable risk with a plan to manage and insulate other operations	No or very little anticipated risk
	Has a positive effect on our partner providers.	Significant negative impact on partners	No effect on partners, positive or negative.	At least one partner will want to be an active participant in this initiative and will find it beneficial to their organization.	More than one partner will want to be active participants in this initiative and will find it beneficial to their organization.
	Increases ElderSource's collaborative work				
	Total Score				

Comparative Program Rating

This table can be used to compare the numeric rating across programs. The most benefit will come from discussion around the strategy screen questions above.

Program	Consistent with ID statements	Provides more services	Has short-term wins	Increases awareness	Diversifies funding sources	Creates unrestricted net income	Revenue is sustainable	Internal Capacity	Anticipated Risk Level	Positive effect on Partners	Increase collaborative work

Appendix B: Strategic Categorization of Revenue Generation and Fundraising

The planning committee discussed how to prioritize and value revenue generation. Rather than considering only fundraising, typically categorized to include events, donors, and grants, the planning committee recommends focusing on net income which is a more relevant number in many aspects.

- Net income reflects total revenue generation (including those fundraising categories and fee for service revenue, earned revenue, and grants) and expense management.
- Net income goes to the parent who then can decide how to invest in the mission – starting a new program, eliminating the waitlist, etc. Needs vary over time.
- ElderSource is particularly strong in earned revenue. EI & MMS are potential income generators, and their startup is supported by grants.
- ElderSource does not want to compete with affiliated agencies for donations and events.
- Grant revenue does not always cover full cost or may require a match. Our own net income allows us to cover our full cost and pay staff more competitively.

With an emphasis on net income, we need to ensure that this is the clear goal across all applicable areas including CEO evaluation.

Appendix C: Vision – What does success look like for ElderSource in 2035?

Our vision remains consistent with what we defined in 2017 as our future. Values remain the same. Advocacy remains important. We will still be unafraid and open to opportunity.

In 2018, you said that by 2030 ...

Trusted, Collaborative

Innovative, Unafraid

Social Enterprise?

FOCUSED ON
COMMUNITY OUTCOMES

Core services: education,
training, connections,
advocacy. Not direct
service.

In 2030, ElderSource will be recognized as one of the best agencies serving the elderly because we are the “go to” source for information and resources on all aging-related issues in Northeast Florida. From older adults and their caregivers to state decision makers, ElderSource is known and recognized as the trusted leading voice on aging - related issues.

Core services will be similar, but with more direct services being offered than previously expected. We have our eyes on the mission, working to lift all boats and adding value to the services that other organizations provide.

ElderSource Institute will remain consistent in focus on service to older adults, caregivers,

people with disabilities, and the people who work these groups. El’s role will continue to be education and support.

Significantly, we will continue with our focus on the audiences served by ElderSource and ElderSource Institute today: people age 65+, people with disabilities age 18+, and the people who support those two groups, caregivers, family members, professionals, etc. Though MMS could allow us to expand services to different audiences (such as Medicaid for children), our focus remains on our mission audiences.

Some differences that we expect given what we know today include:

- We will become more of a one-stop shop by offering care navigator services
- Our service areas will grow by company. ElderSource, the AAA, and ElderSource Institute will stay focused on the seven-county area. MMS will be at least state-wide, and possibly in the southeastern United States.
- We will have developed strategies to address the housing needs of the people we serve and possibly our workforce.

Expected Impact of MMS

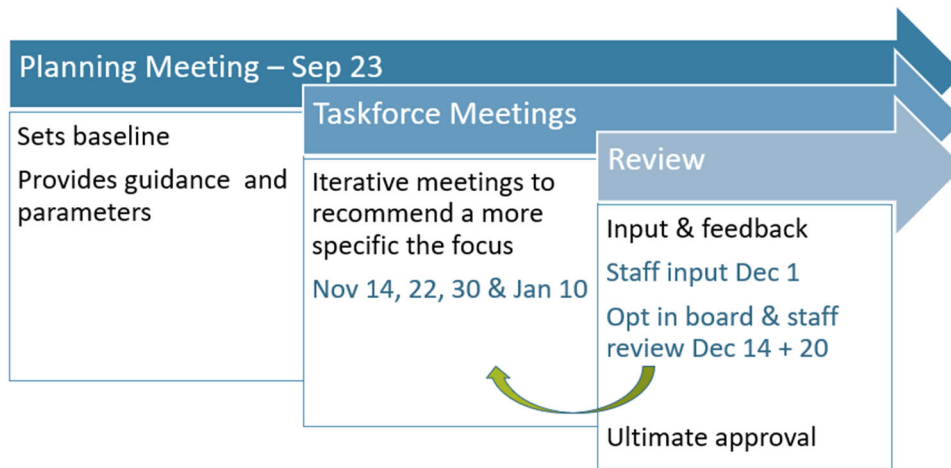
External impacts in the community

- More services.
- Reduction of wait lists.
- The ability to serve more people with disabilities.
- Keep people we serve out of the hospital.
- Continuity of service for people we serve.
- Added value for people we serve.
- A state-wide identity for MMS.
- New & different revenue streams.

Internal impacts on the ElderSource family

- Complexity of the work.
- Risk factors.
- Fast growth rate – could MMS become bigger than ElderSource?
- Need for expertise, different staffing / talent.
- Need for strong monitoring & quality assurance.
- Increase policy & advocacy role, but with a somewhat different focus

Appendix D: Planning Process



Sep 23 Participants

Board Members

- Ross Barry - MMS, St Johns County
- Veronica Catoe – MMS, ElderSource Institute, Wise Owl, Volusia County
- Vivile Dietrich – ElderSource, Duval County
- Alan Fraser – ElderSource Institute, Volusia
- Stu Gaines - MMS, ElderSource Institute, Flagler County
- Barbara Greene – ElderSource, Flagler County
- Elizabeth Gunn - ElderSource, St Johns County
- Jenny Higginbotham – ElderSource, Nassau County
- Ashley Jennings – ElderSource Institute, Volusia County
- Fran Pepis - Wise Owl
- Walette Stanford – ElderSource, Duval County
- Grady Williams – ElderSource, Clay County

Staff: Tameka Gaines Holly, James Lee, Linda Levin

Taskforce members

Board	Staff
1. Brenda Ezell 11/14, 22, 30	1. Janet Dickinson 11/14, 22, 30
2. Stu Gaines 11/14	2. Tameka Gaines Holly 11/14, 22, 30
3. Elizabeth Gunn 11/22	3. Renee Knight 11/14, 22, 30
4. Mike Jorgenson 11/14, 30	4. Linda Levin 11/14, 22, 30
5. Fran Pepis 11/14, 22	5. Andrea Spencer 11/14,30
6. Sandy Robinson 11/14, 22, 30	
7. Walette Stanford 11/14, 22	
	Facilitators: Julia Burns, Darrin Finley