



*a family of corporations supporting elders and their caregivers*

**2016-18 Strategic Plan**

**Annual Status Report**

**January 2018**



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## Executive Summary

The ElderSource Family of Corporations was comprised of five companies in 2017, each separately designated as an individual legal corporation with its own Board of Directors. The five companies included:

- ElderSource, the Northeast Florida Area Agency on Aging (AAA) and Aging and Disability Resource Center (ADRC). ElderSource is the largest of the companies with state-imposed limitations on certain functions and significant demands on its operations.
- Friends of ElderSource is the friend-building and fundraising affiliate.
- ElderSource Institute is the newest company formed as a social enterprise, serving a broader range of potential clients. The company is designed to more flexibly and entrepreneurially offer services funded in a variety of ways.
- Wise Owl Properties manages real estate for the ElderSource family.
- ElderSource, Inc. is the parent company providing structure, coordination and oversight over the entire organization.

The strategic plan addresses strategy for the organization as a whole and is coordinated for each of the individual organizations. The Strategic Plan was officially adopted by each of the Boards and the Parent Board in November 2015. What is included in this report is a status of work scheduled to take place in 2017.

Details as to accomplishments, challenges and next steps are addressed throughout the report.

Some unexpected outcomes of the year were:

- The decision to dissolve Friends of ElderSource and create a Development Committee at the Parent to be made up of board members from each of the companies. The new committee will begin planning for 2018 activities.
- Created a contract Grants Writer position at the Parent to research and write grants on behalf of all companies rather than have separate staff within the companies spending time on grants when they need to spend time on implementation.
- Created the fulltime Communications Assistant position at the Parent who will expand communications related to all companies rather than communications being handled separately by companies.
- Wise Owl Properties began the process to sell or lease the second building.
- ElderSource Institute began considering creating a fulltime Executive Director position dedicated to the operations and growth of that company.

## ElderSource, Inc. (Parent)

### Strategic Priority: Provide strategic direction and accountability for the entire organization

#### Achievements and Accomplishments

- Two surveys of all Board members of all Boards were conducted: A Board assessment of each Board's performance and a knowledge survey of all companies. Each Board reviewed its Board assessment results and the Parent Governance Committee reviewed the results of all Boards' assessments. The Parent Governance Committee also reviewed the knowledge survey results and put strategies in place.
- Staff developed an on-line orientation for members of all Boards and the Advisory Council. The training platform also provides all Boards and the Advisory Council members access to their Board/Advisory Council related documents on line to include bylaws, policies and procedures, position descriptions.
- A secure access board portal was created on the website. Members of all Boards are now able to get their board meeting packets a week prior to their respective board meetings.
- Several trainings for Board members and Advisory Council have been developed, e.g. Sunshine/Public Records Law, HIPAA, Advocacy. Access was provided to all existing board members and are now provided to new Board members as part of their onboarding.
- Organizational news continues to be included in the Executive Director Report and the monthly e-newsletter.
- An all Board gathering was held in November 2017 giving members of all the Boards the chance to meet their fellow Board members on their own Board as well as on the other Boards.

#### Barriers and Challenges

Boards and Advisory Council members need to complete the trainings and read the materials.

#### Next Steps

- A Strategic Planning committee is being formed and will start working in 2018 on the development of a new Strategic Plan for 2019.
- A Development Committee is being formed in 2018.
- Start the two new positions in 2018: Contracted Grant Writer and Communications Assistant.

## ElderSource (AAA/ADRC)

### Strategic Priority: Increase awareness of ElderSource

#### Achievements and Accomplishments

- Director of Communications created and provided a communication toolkit to the ElderSource Board and Advisory Council to assist them in communicating our messages in the community and provided training to the Advisory Council and the Board at their regularly scheduled meetings.
- Stories about Older Americans Month, World Elder Abuse Awareness Day, Medicaid funding, our inclusion efforts and senior hunger were published in print media and covered in radio interviews.
- Staff developed outreach plans and assisted with building awareness of the SNAP program, SHINE program and Elder Abuse Awareness month and World Elder Abuse Awareness Day.
- Staff participated in over 200 community outreach events, touching all 7 counties. Social media hits increased over the year with a 20% increase in Facebook followers and a Facebook reach of 98,935. (Reach is the number of unique people who saw your content. It affects every other metric you can track: engagement, likes, comments, clicks and negative feedback.) Website views increased by 18% and users by 30%
- Various partnerships continue, e.g. Walgreens, Caregiver Coalition, food pantry events with Feeding NE FL and Lutheran Social Services, St. Vincent's Mobile Outreach Ministries and a new partnership established with Good Will retail stores to coincide with their Senior Day at retail stores.
- New partnerships started at the end of 2017 going into 2018 including working more closely with AARP and with Mayo Clinic Memory Disorder Clinic on co-chairing a Dementia Friendly Community Taskforce.
- Previously reported was the challenge of having continued funding for the Mobile Resource Center (MaRCy). Since that time we received a continuation of the Benefits Enrollment Center grant from the National Council on Aging.

#### Barriers and Challenges

- Competing deadlines delayed completion of the Impact Report (formerly annual report).

#### Next Steps

- Complete the Impact Report
- Members of all Boards and the Advisory Council can help by following us in social media and sharing it with others, advocating for SHINE funding and, where possible, participating in community events.

## ElderSource (AAA/ADRC) Continued

### Strategic Priority: Invest in staff to advance the organization

#### Achievements and Accomplishments

- Middle-managers/Supervisors in the Community Services Department have been participating in various trainings related to supervision and management of staff.
- Staff have participated in skill-based trainings such as Excel, the new financial management/accounting software, etc. Contract Management staff are scheduled for Project Management training.
- Helpline staff have participated in Community Service training to include handling callers threatening suicide and working with difficult callers.
- The Leadership Team has been expanded to include middle-managers/supervisors. Department Directors remain as Executive Leadership Team. Middle-managers/supervisors now join for Leadership Team meetings.
- All staff have been participating in inclusion/diversity related trainings including overall inclusion/diversity, LGBT elder cultural competency, age sensitivity, disability etiquette. Other trainings around generations, race, religion, ethnicity/culture and are scheduled for 2018.
- Several technology-related strategies to help staff in their work were instituted including the development of databases used in the Helpline to track work, workload and billing; launching of automated client satisfaction surveys in coordination with the other AAAs/ADRCs; updating the phone system with new productivity/management reports; and the use of Wrike, a project management program.
- Staff have been re-organized to ensure staff are in the right positions and improve efficiency and effectiveness. We were able to move the SNAP Champion, whose grant is ending, to a new position under the Jim Moran Foundation grant doing similar work to Senior to Senior. Other staff changes are taking place in January.
- The onboarding program for new staff has been updated.

#### Barriers and Challenges

- Limited funding to further increase wages.

#### Next Steps

- Review and update succession planning program.

# ElderSource (AAA/ADRC) Continued

## Strategic Priority: Increase organizational effectiveness and impact

### Achievements and Accomplishments

- Staff were highly effective in their disaster preparedness and disaster recovery efforts related to Hurricane Irma. Staff assisted at multiple disaster recovery centers throughout the 7 counties and worked with numerous other disaster recovery/emergency management agencies.
- We received \$295,000 in funding from 4 different sources for disaster recovery efforts after Hurricane Irma. \$180,000 was retained by ElderSource for direct assistance while the rest was contracted out to providers. Included in our assistance was Putnam County as a request of one of the funders.
- We received the \$140,000 from the Jim Moran Foundation to expand Senior to Senior.
- We received \$25,000 from United Way to help older adults with dental care.
- We switched to leasing computers for staff.
- We replaced our financial management/accounting software.
- The Executive Director continues to meet with elected officials at the state and federal level. Efforts have resulted in a third year of \$400,000 in Local Service Program funding for home delivered meals for all seven counties.
- Staff have used mapping technology to target our disaster recovery assistance, to assist with the work of the Coalition to End Senior Hunger and to target our outreach and that of our providers. Our maps have been shared with other entities with whom we partner in these efforts.
- ADRC staff increased their monthly average of client assessments from 595 completed in 2016 to 631 in 2017.
- Calls in and out of the ADRC Helpline increased from a monthly average of 4,170 in 2016 to a monthly average of 5,197 in 2017.
- The average monthly abandoned call rate in the Helpline dropped from 14.66% in 2016 to 8.3% in 2017.

### Barriers and Challenges

- Funding and staff are always an issue. As our effectiveness and impact continue to improve and increase, so does the demand on staff.
- Hurricane Irma created a new, unexpected and unusual demand on all staff.

# Friends of ElderSource

## Achievements and Accomplishments

- Several new small fundraising events took place to include Brixx Pizza, Celebrity Server Nights at the Blue Bamboo Restaurant and at Whiskey Jax, Hamburger Mary's Bingo and Wine Decadence. Combined, these events netted \$14,871. The value of these events also included building awareness for the agency throughout the year.
- The 2017 A Night with the Stars raised approximately \$5,000 for Senior to Senior/EASE.
- The Friends of ElderSource Board made a recommendation to the Parent Board to dissolve Friends of ElderSource and create a Development Committee at the Parent Board level. This recommendation was subsequently approved.

## Barriers and Challenges

- We tried a new approach this year which involved approaching potential event sponsors as year-long partners and giving them opportunities to get year round recognition rather than recognition associated with a single event.
- The 2017 A Night with the Stars netted \$1,945. Sponsorship levels were down by \$16,000 and the expense of the consultant went up to encompass the year-long activity including the addition of Grandparents Day. This is a swing of approximately \$20,000 when you take the two into consideration.
- Grandparents Day had to be rescheduled due to Hurricane Irma resulting in very poor turnout when it was rescheduled. The event netted \$2,052
- Challenges remain with Board engagement. While new Board members have made a difference in planning and promoting the events and bringing in new sponsors, overall Board participation and Board members support of the event from all Boards was low. Board member attendance at events was also very low.
- Former sponsors have expressed greater interest in funding programs and services and not sponsoring events.

## Next Steps

- Dissolve Friends of ElderSource



# ElderSource Institute

**Strategic Priority: Establish a comprehensive, sustainable and diverse training platform, which addresses unmet needs of older adults, providers, caregivers and individuals who care about their own aging, and which generates ongoing revenue.**

## Achievements and Accomplishments

- Staff have written several grants to expand their selection of trainings to be offered to target audiences. We received grant from Florida Blue and the Community Foundation to start Healthy Eating, an evidence-based nutrition program and are working with the developer. Staff are being trained as master trainers to be able to grow this program.
- Staff are exploring partnerships in order to offer continuing education units (CEUs) outside of Florida.
- Staff have been meeting with higher education institutions regarding partnering on a Professional Industry Certification.
- The website for ElderSource Institute has been completed and allows for online course registration.
- ElderSource Institute now has several trainings for professionals available in person and as well as available online (e.g. Elder Abuse Prevention and Awareness, LGBT Elder Cultural Competency, Age Sensitivity, Disability Etiquette, etc.).
- LGBT Elder Cultural Competency training has been approved to be offered as part of the Southeastern Association of Area Agencies on Aging (SE4A) University platform starting in 2018. Effort continues to be made to be able to offer it through National Association of Area Agencies on Aging (N4A).
- An online billing and payment system has been set up with internal process defined.

## Barriers and Challenges

- Being a new company with little experience has been a challenge.
- Funding to launch the trainings.
- Getting the website up integrating the learning management system making on-line training available.
- Having a reliable funding source to sustain the program- Older Americans Act funding is not an option.
- Finding a higher education institution to partner with us on the Professional Industry Certification.

## Next Steps

- Continue to seek partners.
- Partner with national provider for continuing education units.
- Continue seeking grant funding to launch programs.

## ElderSource Institute Continued

**Strategic Priority: Establish a comprehensive, sustainable and diverse evidence-based program platform, which addresses unmet needs of older adults and which generates ongoing revenue.**

### Achievements and Accomplishments

- We received funding from Florida Blue, the Community Foundation and AARP to start the Health Eating program.
- Staff are working with the Healthy Eating program developer to become master-trained and implement the program with potential for revenue.

### Barriers and Challenges

- The greatest challenge is having the seed money to launch programs and develop them into sustainable programs. While staff have submitted several grants, several were declined. At least one expressed concern with lack of history/experience. Staff may have to submit grants through ElderSource who would subcontract with ElderSource Institute, giving EI experience and ability to apply on its own later.
- Because of the relationship to ElderSource, ElderSource Institute is ineligible for funding from the Older Americans Act Title IIID which funds such programs.
- Historically, national speakers have stressed how the health care system needs the community-based organizations/aging network for these programs. However, we have not seen or experienced the benefit of this endorsement. Most recently, we started hearing new national speakers reflect our experience, but they also stress the importance of positioning ourselves as they believe that although that time is not now, it will come.

### Next Steps

- Staff will continue to seek and apply for grants, possibly through ElderSource, and subcontract to ElderSource Institute.

## ElderSource Institute Continued

**Strategic Priority: Implement the Eric Coleman Care Transition Intervention Program into ElderSource Institute as a sustainable revenue generating program.**

### **Achievements and Accomplishments**

- We continue to work with UF Health on our current program.
- Grants to expand this program to other institutions have been submitted.

### **Barriers and Challenges**

- Historically, national speakers have stressed how the health care system needs the community-based organizations/aging network for these programs. We have not seen or experienced that reception. Most recently we started hearing new national speakers reflect our experience, but they also stress the importance of positioning ourselves as they believe that although that time is not now, it will come.
- The grants submitted were not funded.

### **Next Steps**

- Continue to work with UF Health to continue the program with the intent to grow it.



# ElderSource Institute Continued

## Strategic Priority: Launch LGBT Elder Friendly Business Certification

### Achievements and Accomplishments

- The LGBT Elder Friendly Business database was completed by the UNF students for use in the certification program. Businesses completing the certification process will be listed in the database for use by the Aging and Disability Resource Center (ADRC) Helpline when making referrals for individuals seeking LGBT affirming services.
- LGBT Community Fund granted our request to support the Certification Program.
- A list of benefits has been developed that highlights the perks of becoming certified—such as being listed in the database to generate referrals, ability to display certification logo on website and publications and subsequent publicity from this designation.
- A marketing plan has been developed to begin marketing to businesses, starting with those who have already been trained
- ADRC Helpline staff have been trained on using the database for making referrals.
- At least 2 companies have already engaged in the certification process.

### Barriers and Challenges

- The business community may not be receptive to the certification. Marketing will be key in securing business support.

### Next Steps

- Market the program
- License the program in order to make this program available outside of our region and thus generate revenue.

## Wise Owl Properties

**Strategic Priorities and Goals: Invest in real estate at the direction of ElderSource Inc. and maximize net income for ElderSource Inc.**

### **Achievements and Accomplishments**

- Staff and Board had numerous meetings with various potential partners with whom we hoped to partner in the second building.

### **Barriers and Challenges**

- Getting partner commitment has been the major challenge.
- Not having the space built-out also impacts ElderSource Institute's operations and growth.
- We have had to use revenue from other programs to cover expenses.

### **Next Steps**

- Wise Owl Properties decided to sell or lease out the second building.
- Move staff from the second building to the ElderSource main building.