



Strategic Plan
Annual Status Report
2019



Goal 1: Continue to provide high-quality core services

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

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

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

REQUIRED RESOURCES

No new/additional resources

OUTCOMES



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

OUTPUTS

Dashboard(s) completed

CHAMPION

AAA Board, Nancy Tufts, JaLynne Santiago, Renee Knight

PROGRESS

Strategy 1: Staff facilitated individual technical assistance calls with Providers in February. Agendas included: review of targeting and outreach requirements, discussion of surplus deficit reporting, areas of concern identified in prior year monitoring and annual programmatic monitoring procedures. Staff held an in-person training for Providers in March. In June, staff completed unit rate negotiations with Providers for their 2019-2020 State General Revenue funded programs. Staff conducted rate

negotiations with providers for Older Americans Act in the 4th quarter of 2019. Contract Managers have been trained on reviewing unit rate proposals and how to identify areas of concern. Staff developed a new surplus/deficit report format that combines two reports allowing us to meet the DOEA reporting requirement and integrate trend analysis. This document has improved our decision making. When shared with DOEA, they approved us using this tool in lieu of the previously required format and they asked to use it as a best practice for other AAAs and at least one other AAA is adopting our tool.

Strategy 2: Planning and Programs Department started creating performance measure dashboards and including them as part of the monitoring process and in the monitoring reports. Provider monitoring tools and processes have been reviewed and updated. Finance Department is also reviewing their tools and processes for monitoring providers. We have been invited by DOEA to present our monitoring tools and processes as a best practice at their Quality Assurance Summit for the second year in a row. Other key performance measures are incorporated in our contracts with funders (e.g. SHINE contract) and as a part of employee performance evaluation process.

Strategy 3: Finance Department developed financial dashboards for internal operations as a visual alternative to traditional financial statements for the boards. Fiscal staff continues to provide technical assistance to providers. Planning and Programs Department and Community Service Department have drafts and is working on finalizing. Expected date of completion is the end of March.

Strategy 4: Communications met with each provider to coordinate distribution of outreach materials including coordinating outreach events. The intent is to leverage each other for each to be able to be represented in the community more. Providers have been invited to share exhibit tables with us by having their materials on our table. Staff is regularly coordinating communications and outreach opportunities.

CEO met with key partners in the community to discuss the development of a local Advocacy Coalition with the intent that collaboration on advocacy efforts will give more voice to each entity's issues related to older adults. The Senior Advocacy Coalition was formed in September which includes providers. Advocacy related communications have been shared with providers and when speaking with legislative priorities, we include any that are also providers' local issues.

We co-chair the Dementia Care and Cure Initiative Task Force made up of individuals and organizations working together to make our community dementia friendly. As a result of this collaboration we received designation as an Dementia Friendly Community and received a grant from the Community Foundation to start a Memory Café in the New Town area of Jacksonville.

When providers have written grants, we provided letters of support. We submitted an application to be accepted into a Managed Care Learning Collaborative by the National Council on Aging. The team we submitted included ElderSource and two providers. (We learned in January 2020 that we were accepted.)

Notes:

\$271,916 increase in revenue

Total units of contracted services increased slightly over prior year. Specifically, 23 received mental health counseling in 2018 and 160 received mental health counseling in 2019. Aging and Disability Resource Center (ADRC) Helpline calls also increased from 74,076 in 2018 to 86,176 in 2019. Assessments and reassessments in the ADRC increased from 8,028 in 2018 to 9,274 in 2019. We

served 68 Veterans in the Veterans Directed Care Program in 2019 compared to 60 in 2018 and 45 in 2017. We launched the Virtual Caregiver Support group in 2019 with 8 caregivers being served in the first group. We also launched Caring Connections, our telephone reassurance program in November and have 13 volunteers and 12 clients. SHINE contacts were down slightly from 2018, but that is due to a change in the reporting system.

Staff also worked with providers to implement mental health counseling services for older adults. We were able to connect providers for them to be able to collaborate on how best to deliver the service in their counties including contracting with others who already deliver this service and exploring opportunities to deliver the service through telehealth.

We continue to work with providers to improve the quality of their services as well as work internally to improve the quality of our own services. DOEA monitoring showed no findings or concerns related to quality of services.

Provider survey results: Staff conducted a survey of providers. Provider satisfaction with ElderSource was 8.5 out of 10 (85% satisfied).

Results of ADRC and Helpline customer surveys are very positive. The ADRC uses two automated telephone surveys,

- 1-callers completing a screening and
- 2-callers calling the Helpline.

At the conclusion of the call, callers are asked to complete a 5 question survey. If they say yes, callers are transferred to the appropriate survey. There were 3,341 respondents who completed the HelpLine survey with an overall satisfaction of 98%. There were 3,020 respondents who completed the Screening survey with an overall satisfaction of 96%.

Objective 1.2: Continue our commitment to LGBTQ work

EXPLANATION: ElderSource will continue and seek to expand our training and certification of businesses becoming LGBTQ Elder Friendly.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Contract with trainer	1Q 2019	Completed
2. Utilize marketing strategies and resources	2Q 2019	Completed/Ongoing
3. Develop licensing program for our courseware	2Q 2020	Discontinued
4. Explore housing and supportive services for LGBTQ individuals	1Q 2021	Not due

REQUIRED RESOURCES

Funding for IP attorney to protect and develop licensing for the LGBTQ elder friendly business certification
Funding for software developer for cloud application



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

OUTPUTS

of organizations trained
of organizations certified
Revenue

CHAMPION

ElderSource Institute, Linda Levin, JaLynne Santiago, Andrea Spencer

PROGRESS

Strategy 1: We contracted with the trainer who conducted 3 community trainings.

Strategy 2: Communications developed social media marketing plan with Times-Union's Thrive Hive Media to utilize LinkedIn to target businesses for certification; a 3-month contract launched in Feb. Accompanying video scripts were created and implementation in Q3. Direct mail marketing materials created and sent in April. Another direct mail is scheduled for July. Secured \$2,500 sponsorship with AARP for 3 free trainings. Sold one train-the-trainer package for \$1,500. Two companies paid for certification. We hired a marketing firm to help with the marketing of the LGBTQ Elder Cultural Competency Training as well as other ElderSource Institute trainings and other programs of ElderSource.

Strategy 3: 2020: There has been significant effort made to engage businesses in the LGBTQ Elder Friendly Business Certification with very little result. After lengthy discussion, the ElderSource Institute Board of Directors decided to discontinue the LGBTQ Elder Friendly Business Certification.

Strategy 4: 2021

Notes:

We trained over 40 individuals through the community workshops. One new business was certified. We raised/earned \$4,000 from AARP sponsorship of community workshops and one train-the trainer package sold. We have discontinued the business certification due to low ROI. We continue to offer the training and are incorporating it into our Certificate of Completion project with UNF.

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

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

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

REQUIRED RESOURCES

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

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

OUTCOMES



Provide more services
 Improve the quality of existing services

OUTPUTS

people served directly

CHAMPION

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

PROGRESS

Strategy 1: ADRC HelpLine Specialist are attending outreach events and community meetings.

Strategy 2: This is dependent on funding availability. The State has not increased the funding for ADRC functions to be able to have someone conduct in-home assessments. Once funding is available for this, we can add this feature/service.

Strategy 3: A Contract Manager was hired who covers Volusia and Flagler managing those contracts and is also the VDHCBS consultant for those two counties. She has space in the CARES office in the DCF building and is at Flagler Senior Center one day a week. If the Veterans program continues to grow in Volusia/Flagler, we may need to add a staff person. We now have an intern from Bethune Cookman University working with our staff person, sharing the space. SHINE volunteers use donated space in the community. At some point, we may need to find other space to accommodate staff, interns, volunteers.

Notes:

Total units of contracted services increased slightly over prior year. Specifically, 23 received mental health counseling in 2018 and 160 received mental health counseling in 2019. Aging and Disability Resource Center (ADRC) Helpline calls also increased from 74,076 in 2018 to 86,176 in 2019. Assessments and reassessments in the ADRC increased from 8,028 in 2018 to 9,274 in 2019. We served 68 Veterans in the Veterans Directed Care Program in 2019 compared to 60 in 2018 and 45 in 2017. We launched the Virtual Caregiver Support group in 2019 with 8 caregivers being served in the first group. We also launched Caring Connections, our telephone reassurance program in November and have 13 volunteers and 12 clients. SHINE contacts were down slightly from 2018, but that is due to a change in the reporting system.

If we get a funding increase in the ADRC this year, we will look at adding someone to do the in-home assessments.



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

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

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

STRATEGIES/ACTION STEPS	Target Date	Status
1. Train staff and providers	Ongoing	Completed/Ongoing
2. Address support for caregivers, through training, convening, virtual convening, participation in the Caregiver Coalition	4Q 2019 and ongoing	Completed/Ongoing
3. Explore leadership of Caregiver Coalition	Ongoing	Completed
4. Convene providers and community partners	Ongoing	Completed/Ongoing
5. Develop relationship management database	3Q 2020	Not Due

REQUIRED RESOURCES

Funding for relationship management database
Funding for staffing the Caregiver Coalition

OUTCOMES



Improve the quality of existing services
Provide more services

OUTPUTS

training sessions offered
errors in monitoring
Provider satisfaction survey

CHAMPION

AAA Board, ElderSource Institute, Nancy Tufts, Linda Levin

PROGRESS

Strategy 1: Planning and Programs Department have convened several meetings and trainings for providers including meetings with providers and Department of Children and Families, Adult Protective Services with the purpose of improving communication and increasing collaboration, improving care to vulnerable elders. Training is available to providers on an ongoing basis via our learning platform. New training is planned for development as part of our certificate of completion project with UNF (reported later).

Strategy 2: We launched the Virtual Caregiver Support Group with 8 caregiver participating via video conferencing technology. Surveys from the participants show a high degree of satisfaction. Plans are to continue this in 2020 with efforts being made to get more referrals.

Communications Department developed a Working Caregiver event with the Jacksonville Business Journal. The event was held in January 2020 with the help of several sponsors and include a panel of experts. There were 66 people from the business community attended. Deutsche Bank is working with us to bring the program to their campus for all of their employees in the spring of 2020.

Staff continues to participate in the Caregiver Coalition including serving on the Executive Committee and serving on or chairing other subcommittees. We also co-chair the Dementia Care and Cure Initiative Task Force.

A new section has been added to our updated website, Active Daily Living, which includes resources for both older adults and caregivers. This section is very rich with articles, videos and resources.

Strategy 3: We hired the Coalition Coordinator who is providing assistance to the Caregiver Coalition and the Dementia Care and Cure Initiative.

Strategy 4: Planning and Program Staff regularly convene providers for meetings and trainings. We also convene the Senior Roundtable, the Dementia Care and Cure Initiative Task Force and the Senior Advocacy Coalition.

Strategy 5: 2020

Notes:

The number of Clients receiving services increased substantially between 2018 and 2019; mental health counseling (25 in 2018 compared to 268 in 2019); home improvement (15 in 2018 compared to 40 in 2019); and material aid (56 in 2018 compared to 123 in 2019).

One in-person provider training was conducted offered in March, 2019 with 32 participants in attendance. There are nine online training modules for providers. 43 participants completed online training modules in 2019. The number of findings for monitoring decreased from two in 2018 to one in 2019. Provider overall satisfaction, based on survey completed was 8.5 out of 10 for 2019.

Objective 2.2 Develop a Volunteer Telephone Reassurance Program

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

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

REQUIRED RESOURCES

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

OUTCOMES



Provide more services

OUTPUTS

people served
volunteers
Satisfaction levels

CHAMPION

AAA Board, Volunteer Coordinator

PROGRESS

Strategy 1: Staff voted to name the program Caring Connections. Policies and procedures and handbook were developed, reviewed by our attorney and finalized. Intake form, referral form and reporting form were developed. Staff has been working with students from UNF to develop database to match volunteers with clients, track activities and provide reports. Recruitment of volunteers and clients has begun with the program launch in November. Staff is working with the marketing firm to promote the program among other things. We had a request from Northeast Florida Hospital Partnership to expand Caring Connections even further and possible grow into a Friendly Visitor program. They would fund this for 3 years.

Strategy 2: TBD

Note:

The service started in November 2019. We have 13 volunteers and 12 clients. Surveys will be conducted in 2020 but preliminary conversations with volunteers and clients have been very positive with both being extremely appreciative.



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

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

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

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

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

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

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

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

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

REQUIRED RESOURCES

Funding for feasibility study

OUTCOMES

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

OUTPUTS

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

CHAMPION

Parent board, Linda Levin

PROGRESS

This strategy has been put on hold for the time being.

Objective 3.2: Explore the creation of thrift stores

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

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

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

REQUIRED RESOURCES

Funding for feasibility study

OUTCOMES



Generate additional funding to invest in mission-aligned services

OUTPUTS

Short term: Strong due diligence and business plans

Long term: # people served, Net income

CHAMPION

Parent board, Wise Owl Board, Linda Levin

PROGRESS

Wise Owl did a mini-study and we looked at the building next door. Unfortunately, that is not permitting due to zoning restrictions. This strategy has been put on hold for the time being.

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

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

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

REQUIRED RESOURCES

TBD

OUTCOMES



Generate additional funding to invest in mission-aligned services

OUTPUTS

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

CHAMPION

Parent board, ElderSource Institute, Linda Levin

PROGRESS

Strategy 1: Discussion started with ILS in January. The conversation started with them hiring us for eligibility redetermination. They later decided to hire us for quality assurance of their client files. A business associate agreement for HIPAA is executed as well as the final contract by the end of 2019. Services are starting in February 2020 with \$33,336 in anticipated net revenue.

Strategy 2: Medicaid Management Services, Inc. has been formed and they are officially incorporated. Work with FCC is done under this company with contract employees conducting quality assurance file reviews.

Strategy 3: The work FCC is interested in working with us on does not lend itself to integrate the other AAAs at this time. It is to be determined if this will work with the other opportunity (see below).

NOTE: Another opportunity along similar lines has presented itself and is under exploration. PCHP is a Management Services Organization (MSO). They were formed by an Indian AAA and a consultant who is working with plans to be the “back-office” and contracting with AAAs to provide the services. One of the plans they are working with is interested in coming to Florida. PCHP could choose to contract with the 11 individual AAAs or they can choose to contract with MMS, Inc. and we will then contract with the other AAAs. The service currently being discussed is care transition coaching (that may expand). If things work out this way, for our area, MMS, Inc. in its role as a management organization would contract with EI for the actual service. EI/MMS boards had an initial conversation as did the F4A Board with PCHP.

The F4A was selected to participate in a Network Development Learning Collaborative through the N4A Aging and Disability Business Institute. This is to help us develop a network that could enter into contracts with plans.

ElderSource was selected to participate in a Medicare Advantage Learning Collaborative through the Institute. We are partnering with two providers (we are limited by the requirements) as part of this collaborative. This is to help ElderSource and our network providers prepare to work with Medicare Advantage Plans based on what is now allowed under the CHRONIC Care Act.



Goal 4: Advocate for older adults and adults with disabilities

Objective 4.1: Form an advocacy coalition

EXPLANATION As the leader on elder issues in Northeast Florida, we can leverage this position to coordinate with other organizations with aligned concerns to raise awareness of issues and funding that impact the elder population. We will also consider strategies to advocate for people with disabilities.

Throughout the planning discussions, public policy advocacy has been noted consistently as an important role for ElderSource. ElderSource is in a unique position to understand the needs of older adults and adults with disabilities within PSA4. We have data and experience of our direct interactions as well as a combined understanding from our service providers of the challenges faced in each community.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Identify coalition members and set group goals	1Q 2019	Complete
2. Identify key issues (e.g. health care, mental health, affordable housing, homelessness) around which to advocate	2Q 2019 <u>3Q 2019</u>	Ongoing
3. Develop and implement a coordinated action plan	3Q 2019 <u>3Q 2020</u>	
4. Develop a board advocacy advisory panel to provide guidance as needed	4Q 2019	

REQUIRED RESOURCES

n/a

OUTCOMES



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

OUTPUTS

Recruitment of advocacy partners / coalition
Development of an annual action plan for this coalition
of advocacy activities in each year

CHAMPION

AAA board, Linda Levin

PROGRESS

Strategy 1: The Senior Advocacy Coalition was formed and includes traditional aging network providers as well as other entities (e.g. United Way, Center for Independent Living, Health Planning Council, etc.). We have had several in-person and virtual meetings. The group decided to start with

learning more about each other and our individual issues/priorities and we will then determine a plan of action. In the meantime, we share with each other advocacy opportunities about which we could provide support.

Strategy 2: This is ongoing.

Strategy 3: The group wanted to spend more time learning about each other and understanding the issues before developing a plan.

Strategy 4: I am not clear what this is and need to discuss with the Board. This may be a committee and the need will need to be determined.

Notes:

We received \$400,000 for home delivered meals as well as increases in other state funded programs. More people were able to be pulled off the waiting list to receive services.



Goal 5: Increase awareness of ElderSource

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

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

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

REQUIRED RESOURCES

Funding to hire the firm

OUTCOMES



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

OUTPUTS

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

CHAMPION

Parent, Andrea Spencer

PROGRESS

Strategies 1 and 2: This Objective was not originally approved for funding at the beginning of 2019 and was put on hold until 2020. For the first 3 quarters of the year without a consultant, we “refreshed” our logo with new graphics standards to complement the EI brand and launched it with the timing our anniversary open house. Staff updated our PowerPoint presentation and shared it with members of the Leadership for use during presentations in the community.

Staff identified the need to contract with a firm as a growing and more critical issue and discussed with the Board which then agreed to fund the effort. Staff conducted a request for proposal and is under contract with Daigle Creative. Include in the work is the need to do general brand recognition, EI trainings, Virtual Caregiver Support Group, Telephone Reassurance (Caring Connections), professional industry certification, SHINE/Senior Medicare Patrol/BEC. Our Website has also been updated and includes a new unique feature, Active Daily Living, which will make the website more engaging and add value.

Staff participated in 43 outreach and education events through which reached 4,466 people, including direct contact with 2,757 people through these events.

With respect to social media:

- We gained 201 new Facebook followers, more than double in each of the prior two years. Our follower goal on Facebook for 2019 was 800 and we exceed that with 962 followers, a 26% increase over 2018.
- Our follower goal on Twitter for 2019 was 300 and we came in just shy of that at 293. However this is a 21% increase over 2018.
- Our follower goal on Instagram was 300 and we exceed that by 51 followers, a 37% increase over 2018.
- Our subscriber goal for Youtube was 35. We came in shy of that at 30 but is an increase over 2018 18 followers or 67%.
- Our website hits increased by 5% with 84,684 hits in 2018 and 89,021 hits in 2019. The goal was 85,000 which was exceeded. Our social clicks also increased from 400 in 2018 to 665 in 2019 (665 increase), exceeding our goal of 500
- We have 129 followers on Linked In, exceeding our goal of 100. This was not active in 2018.

Objective 5.2: Explore fund development options and ideas

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

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

REQUIRED RESOURCES

\$8,500 for event planner

OUTCOMES



Generate additional funding to invest in mission-aligned services

OUTPUTS

\$ raised in unrestricted net income

CHAMPION

Parent board, Linda Levin

PROGRESS

Strategy 1: The committee explored a variety of event and online giving opportunities. And decided to do NWTS and Celebrity Servers and to investigate Flip Cause and Round Up.

Strategy 2: A Night with the Stars netted \$30,168 (slightly less than 2018)

Strategy 3: Added Celebrity Server back in June at Whiskey Jax Beaches and raised over \$12,000.

Strategy 4: 2021

Strategy 5: This year we tried a new approach to help board members. We instituted a pledge form and gave Board members the opportunity to say how often they wanted to be invoiced or if they wanted auto-draft. We achieved 90% Board giving and raised \$9,587.

Notes:

We raised \$51,454.12 in net revenue (\$48,089.12 in 2018) from fundraising activities. This does not include services generating unrestricted funds or grants.



Goal 6: Advance ElderSource Operations

Objective 6.1: Support inclusive workplace culture

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

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

REQUIRED RESOURCES

TBD



OUTCOMES

Improve the quality of existing services

OUTPUTS

Diversity measures that compare favorably with like organizations
Improved employee satisfaction

CHAMPION

Parent board, Linda Levin

PROGRESS

Strategy 1: Advertising for positions have been targeted to include ILRC and UNF LGBT Resource Center. All ads include the inclusion statement. Because of the amount of federal funding we receive and the number of employees we have (over 50), we now have to have an Affirmative Action Plan. Systems to track employee data and applicant data is in development now with our first plan due by the end of March 2020. We are contracted with a firm to help us with the development of our Plan(s).

Strategy 2: This is an ongoing process. An annual training cycle of related topics has been developed and imbedded in Bamboo HR. We've added discussions around inclusion and diversity into our staff meetings and started an Employee Resource Group on Diversity and Inclusion.

Strategy 3: A survey of staff was conducted with results reported to the board and staff. We implemented several suggestions in including discussions at staff meetings and creation of an employee resource group. We also installed additional door access buttons to make our building more accessible.

2019: 97.62 of staff surveyed reported they strongly or somewhat agree that "ElderSource is committed to diversity."; 2.38% neither agreed nor disagreed.

2020: 90.63% of staff surveyed reported they agree or strongly agree that "My organizations is committed to diversity and inclusion."; 7% neither agreed nor disagreed.

Strategy 4: We have a succession planning process in place for all management positions. All employees are invited to participate in the Acceleration Pool. When there is an opportunity to promote or hire, all managers are reminded to be intentional in considering diversity, inclusion and equity.

Objective 6.2: Develop green governance policies

EXPLANATION Green governance policies can help ElderSource be efficient and save money as well as being good for the environment.

STRATEGIES/ACTION STEPS	Target Date	Status
1. Survey staff to identify priorities and possible green-friendly changes	1Q 2019	Complete
2. Develop implementation plan	2Q 2019 <u>3Q 2019</u>	Complete/Ongoing

REQUIRED RESOURCES

TBD



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

OUTPUTS

TBD

CHAMPION

Parent board, Linda Levin

PROGRESS

Strategy 1: Survey was completed with a number of good suggestions from staff.

Strategy 2: An action plan has been development and is in the process of being implemented. We have installed LED lighting throughout the building and installed water displacement dams in toilet reservoirs. We developed policies and procedures around green governance and are training staff on things they could do as well as talking to vendors about use of cleaning supplies, recycled paper, etc.

Objective 6.3: Consider facility investment opportunities aslif they occur

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

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

REQUIRED RESOURCES

No additional resource required



Generate additional funding to invest in mission-aligned services

OUTPUTS

TBD

CHAMPION

Wise Owl board, Linda Levin, JaLynne Santiago

PROGRESS

Quarter 1:

Quarter 2:

Quarter 3:

Quarter 4:

Supplement:

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

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

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

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

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

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

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