

Medicaid Management Services, Inc.

July 17, 2019

12:00 PM

Agenda

- | | | |
|------|-------------------------|-------------|
| I. | Welcome | Don Roberts |
| II. | Approval of Minutes | Don Roberts |
| III. | Staff Updates | Linda |
| | a. Florida Quality Care | |
| | b. PCHP | |
| IV. | New Business | |
| V. | Adjourn | |

Medicaid Management Services Inc.
10688 Old St. Augustine Rd.
Thursday April 11, 2019 at 3:25 PM

Present

Don Roberts-President
Janice Donaldson- Vice President
Stu Gaines-Secretary

Patrick Daly-via phone

Excused

Veronica Catoe

Staff Present:

Linda Levin, Chief Executive Officer
JaLynne Santiago, Chief Financial and Operations Officer
Jessica Del Rio, Executive Administrative Assistant

Meeting Called to Order

Meeting was called to order at 3:05 PM by Don Roberts. This was the first meeting of this new company.

Bylaws

Linda Levin reviewed the company Bylaws provided to the Board members prior to this meeting. Board discussed the bylaws.

Motion

Stu Gaines moved to approve the Medicaid Management Services Inc. Bylaws. Janice Donaldson seconded that motion. The motion carried, without opposition.

Policies and Procedures

Linda reviewed the company draft Policies and Procedures provided to the Board members prior to this meeting. Board discussed the different sections of the company Policies and Procedures. There were no questions or concerns.

Motion

Stu moved to approve the Medicaid Management Services Inc. Policies and Procedures. Janice seconded that motion. The motion carried, without opposition.

Staff Updates

Linda Levin explained that Independent Living Systems (ILS) is still interested in contracting with ElderSource Institute. We are still negotiating, but should be finalizing the Business Associate Agreement. We will have a staff of three employees who will be doing the recertification and quality assurance. The Board will be notified as things develop and progress.

Meeting Adjourned at 3:38 PM

Minutes prepared by Jessica Del Rio, Executive Administrative Assistant.



Strategic Plan
Semi-Annual Status Report
July 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	On target
2. Identify key performance measures both internally and for service providers	3Q 2019	On target
3. Develop performance dashboards	3Q 2019	On target
4. Identify and seek collaborative opportunities between providers where available. These opportunities may include training, outreach, advocacy, etc.	2020 2Q 2019 and on-going	Early

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. 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 Departments started creating performance measure dashboards and including them as part of the monitoring process and in the monitoring reports.

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.

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. This is occurring more now.

CEO started meeting 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.

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	Not due
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: approximately 20 in first 6 months
of organizations certified: 1 new one is in process in first 6 months
Revenue: \$4,000 (\$2,500 from AARP sponsorship of trainings, \$1,500 from selling train-the-trainer) in first 6 months

CHAMPION

ElderSource Institute, Linda Levin, JaLynne Santiago, Andrea Spencer

PROGRESS

Strategy 1: We contracted with the trainer who conducted 1 community training of about 30 people in May. A second community training is scheduled for August and third is scheduled for September.

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 for 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. The first training was in May. A second one is scheduled in August and a third one is scheduled for September. Sold one train-the-trainer package for \$1,500. Two companies paid for certification.

Strategy 3: 2020

Strategy 4: 2021

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	Not due
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: 2020

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. (This was scheduled for Q4 2020). We are now serving 19 Veterans in the Flagler/Volusia area and are looking at possibly needing to have a fulltime person dedicated to the Veterans Program for Flagler and Volusia, leaving us with a part-time Contract Manager. (We have 41 veterans in the rest of our counties.) There are other needs in Planning and Programs that may be able to be addressed by making that part-time contract manager into a fulltime contract manager. That would result in 2 positions in Flagler/Volusia. Add to that the SHINE volunteers and we may need a separate location, aka full satellite.



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	Early/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 and 4: 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 certification of completion project with UNF (reported later).

Strategy 2: Communications Department is developing a Working Caregiver event with the Jacksonville Business Journal. Two of three sponsors have been secured as well as the keynote speaker and the panelists. This scheduled for January 2020.

The Virtual Caregiver Support Group has been launched with approximately 7 caregivers. Forms and policies and procedures have been developed. Video conferencing platform has been purchased. The first group will have it's meeting in early July.

We've been participating in the Leadership Committee of the Caregiver Coalition, finalizing the charter and structure. The first Caregiver Coalition meeting is scheduled for the first week of July at ElderSource.

Strategy 3: The Parent Board approved the hiring of a Caregiver Coalition Coordinator. A Fiscal Sponsorship Agreement between ElderSource and the Coalition has been executed. We are now in the process of hiring the Coordinator.

Strategy 5: 2020

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	On target
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: Policies and procedures are developed and are being finalized. Intake form, referral form and reporting form are developed and are being finalized. Staff will begin working on developing the communications and marketing strategy. Recruitment of volunteers and clients is scheduled for August with a launch of the program scheduled for September. Staff voted to name the program Caring Connections.

Strategy 2: TBD



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 for network development/management, quality assurance and client re-certifications statewide. ILS 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	In Process
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. We are in the process of final negotiations. The delay has been with ILS and them being new to this work and with a lot of things they need to address. They continue to express interest in working with us. We are re-working the pricing based on the new scope of work. We hope to have the contract finalized by the end of July.

Strategy 2: Medicaid Management Services, Inc. has been formed and they are officially incorporated. They had their first meeting in June.

Strategy 3: The work ILS is interested in working with us on does not lend itself to integrate the other AAAs at this time.

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. We had one introductory meeting here with the folks from PCHP. Another call is scheduled in July and they are scheduled to meet with the 11 AAAs in Florida in August.



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	In Process
2. Identify key issues (e.g. health care, mental health, affordable housing, homelessness) around which to advocate	2Q 2019 3Q 2019	
3. Develop and implement a coordinated action plan	3Q 2019	
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: We are a little behind on the target date. Potential members have been identified. CEO has starting meeting with individuals to explain the concept and gauge support. The first meeting should be planned in August or September.

Strategy 2: Changing target date to 3Q 2019

Strategy 3: 3Q 2019

Strategy 4: 4Q 2019



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	In Process
2. Get bids and select a vendor	2Q 2019	On Hold

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

Strategy 1: This Objective was not approved for funding at the beginning of 2019 and was put on hold until 2020. **Staff feels this is becoming more of a critical issue and will be requesting funding from the Parent. Needs include general brand recognition, LGBT Elder Friendly Business Certification, EI trainings, Virtual Caregiver Support Group, Telephone Reassurance (Caring Connections), professional industry certification, SHINE/Senior Medicare Patrol/BEC.**

Strategy 2: ON HOLD

NOTE: Although we have not been able to hire the marketing firm, with this year being our 45th anniversary, 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 conducted 12 presentations and attended 12 outreach events in the first half of the year. See attached report on Social Media.

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	In process

REQUIRED RESOURCES

TBD

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. Flip Cause is currently being tested on a free trial basis.

Strategy 2: A Night with the Stars has been scheduled for October. The venue will be the Alhambra Dinner Theatre again. Sponsorship opportunities have been updated and sent out with sponsorships coming in. Nomination process and forms have been reviewed and distribution scheduled.

Strategy 3: Added Celebrity Server back in. We had the first one for the year 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. So far, we received \$4,664 in Board donations. Another \$9,850 are pledged.

NOTE: See attached report on donations for the first half of 2019.



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	In process
4. Develop leadership opportunities and career paths with an intentional lens of diversity, inclusion, and equity	3Q 2020	

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.

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.

Strategy 3: A survey of staff was conducted with results reported to the board and staff. We are implementing several suggestions in including discussions at staff meetings, an employee resource group, and installing additional door access buttons.

Strategy 4: 2020

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>	In Process

REQUIRED RESOURCES

TBD

OUTCOMES



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: Plan is under development. Updating target date to 3Q 2019. In the meantime, we have installed LED lighting throughout the building.

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 two workshops and completed a risk inventory. The risk inventory has been shared with the full management team for prioritization. Next is the development of a risk management plan with another workshop and webinars with the consultants.

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

Three other grants have also been submitted so far this year: Mutual of America Collaboration Award, Florida Blue Foundation to install the accessibility buttons in the building, and Mayo Clinic Foundation to implement Health Rhythms, an evidence based drum circle that includes training and drum sets for staff and providers.

This year 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 are now embarking 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 begin curriculum development the second half of 2019 with a 2020 launch.

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.