

BAY AGING STRATEGIC PLANNING GUIDE – 2013 to 2017

Bay Aging Mission: To provide the programs and services that people of all ages need to live independently in their communities for as long as possible.

Background of Strategic Planning Process:

- July 22, 2011 – Board of Directors approved goals and objectives in the following areas:
 - Public Awareness, Organizational Effectiveness, Development

- May 2012 – Board approved next steps to the strategic plan approved in 2011:
 - Public Awareness
 - Continue utilizing all present methods of creating public awareness
 - Add e-newsletters and Facebook to the mix
 - Improve/strengthen relationship with radio stations to increase air programming
 - Utilize televised public service announcements as much as possible

 - Organizational Effectiveness
 - Continue using customer survey and needs assessment tools to gather information
 - Measure program activities with prescribed strategic plan goals

 - Development
 - Executive Committee, along with senior staff, will continue to seek opportunities to create unrestricted income and increase donor base
 - Executive Committee, along with input from staff, will revise the Bay Aging Foundation By-laws and use as a tool to increase revenue and awareness
 - Executive Committee, along with senior staff, will maintain continuous communication with funders to keep them informed of how their funds are benefitting citizens and to alert them to emerging needs

- October 16, 2012 – Staff retreat held. Staff offered ideas/input in the following areas:
 - Sequestration/Budget
 - Bay Aging – The Right Name for the Right Organization
 - Bay Aging Mission Statement – Are we who we say we are?
 - Plant the Seed, Help it Grow
 - Employment Diversity – Opportunities for All
 - Increasing Agency Morale – To Be or Not to Be
 - Continuity of Public Service – All Things to All People
 - Success – Does Bay Aging Measure Up?
 - Technology – Using Technology to Enhance Services

- November 29, 2012 – Board of Directors adopted Board Governance and Strategic Planning Timeline
- December 2012 – Build on Bay Aging strategic plan for 2013-2014
 - Review outline for needs assessment
- January 2013 –
 - Strategic Planning Committee presents results and conclusions from strategic planning meeting to the BOD Executive Committee for their input and approval.
 - Community Needs Assessment for 2013-2014 programming is developed and presented to the Executive Committee for input and approval.
 - Executive Committee presents the Community Needs Assessment for 2013-2014 for input and approval.
- February 2013 – Strategic Planning Committee researches any additional needs/input presented from the Board of Directors and incorporates into the strategic plan and finalizes Community Needs Assessment.
- March 28, 2013 – Executive Committee presents the final draft of Community Needs Assessment for 2013-2014 for full Board approval/adoption.
- Bi-Monthly reports to the Board of Directors and staff will continue to highlight activities that directly reflect the strategic plan.
- Executive Committee will conduct a semi-annual review of the strategic plan. Executive Committee will bring their recommendations before the full Board of Directors for their input and approval.

Strategic Planning 2013 – 2014:

Organizations having to “do more with less funding” is fueling more intense and aggressive competition for funds. Are we at the top of our game? The strategic planning process is a critical activity to keep Bay Aging strong, relevant and viable as a major contributor to the health and well-being for the people served in the Middle Peninsula and Northern Neck. What works? What should be strengthened? What doesn't work?

➤ Goals for Planning Process

- Create opportunities to educate the public about the needs of older adults and the effects of population changes
- Seek input on a broad range of community livability needs, assets and services
- Partner with other community stakeholders to achieve jointly developed community goals
- Develop and prioritize strategies that prepare for the growth of the Middle Peninsula and Northern Neck's older adult population and its impact on community long-term care systems
- Establish baselines to measure achievement of goals and determine plan updates
- Other –

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➤ Goals to Consider to Strengthen the Middle Peninsula and Northern Neck's Livable Communities

- Regional Leadership and Public Awareness
- Engaged Communities
- Well Communities
- Livable Communities
- Stable Communities
- Other –

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➤ Regional Leadership and Public Awareness

- Build Bay Aging infrastructure to strengthen staff capacity and financial future.
 - Pursue and diversify funding resources
 - Provide opportunities to develop staff skills
 - Increase technology capabilities
 - Recruit personnel suited to meet the organization's emerging needs
 - Other –

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- Middle Peninsula and Northern Neck leaders are actively pursuing “regional” inputs from stakeholders. It is vital to the region’s older adult population that Bay Aging can advocate and provide leadership on substantive issues that affect the older adults, the region’s fastest growing segment of the population.

- Partnerships with other community stakeholders

- Come together meet emerging community-wide needs
- Increase regional leadership and policy making
- Other –

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- Public Awareness

- Seek public input and support
- Build awareness of diversity in age, abilities, culture and families
- Disseminate targeted information and messages to – businesses, organizations, educational institutions, funders, governments
- Promote positive examples of engaged older adults
- Promote positive examples of programs and services
- Develop “speakers bureau” and increase opportunities to present
 - Speakers bureau composition: staff and board members
- Other –

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➤ Engaged Communities

Engaged communities have dedicated, active residents who give back through civic participation and by volunteering. Engaged communities offer opportunities for continuing education and lifelong learning, recreation, cultural experiences and other forms of enrichment. Engaged communities also encourage opportunities for networking older adults within neighborhoods, workplaces and faith communities.

- Increase knowledge of lifelong learning and civic engagement opportunities
 - Build awareness among older adults of continuing education throughout their lives and increasing opportunities for lifelong learning
 - Active Lifestyle Centers can become local centers for lifelong learning opportunities
 - Establish annual learning event with local specialists who can speak on a variety of topics important to older adults – changing demographics, eldercare, medical innovations, health styles and other subjects
 - Other –
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- Increase volunteerism
 - Partner with other organizations and increase opportunities to engage older adults in sharing their talents and time
 - Promote opportunities for engagement for retirees and “younger older adults”
 - Other –
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- Increase identification of support networks that engage older adults
 - Encourage the development of Village to Village or Neighbor to Neighbor networks where neighbors assist neighbors
 - Increase participation and leadership in associations and affiliation groups that advocate and care for at-risk constituents, especially those who face barriers due to language, economic, social, mobility or disability factors
 - Other –
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➤ Livable Communities

Livable communities meet the needs of residents for affordable, accessible, safe and repairable housing; affordable, dependable and accessible transportation; community design that is Americans with Disabilities Act accessible, comprehensive and conducive to personal mobility. A livable community is safe and secure for its residents and businesses.

- Increase opportunities for affordable housing and home modification services for older adults
 - Review data and community planning documents to determine the unmet housing needs of older adults
 - Promote community awareness about supports that may allow older adults to stay safely in their homes
 - universal design, home modifications, housing options and support services such as adult day care
 - Assess community support for affordable, accessible housing models and the community services available
 - Other –
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- Increase mobility and transportation infrastructure in order to decrease isolation of older adults and persons with disabilities
 - Promote community awareness and encourage support from businesses, organizations and faith communities for
 - affordable, reliable and safe public transportation
 - mobility management options for people with disabilities
 - Educate individuals, families and caregivers about available transportation options
 - Educate individuals, families and caregivers
 - to recognize how medications and changes in dexterity, vision and cognitive ability can impair the ability to drive safely
 - how to effectively intervene when changes in a loved one’s driving skills are diminishing
 - Other –
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- Improve physical infrastructure including accessibility to housing and public transportation
 - With community partners and local governments
 - advocate for community design features that encourage social interaction among all ages and disabilities
 - promote walkable communities and livable neighborhoods with public spaces
 - advocate for critical physical improvements in at-risk neighborhoods with a high concentration of older adults
 - promote programs in which neighbors assist neighbors
 - Other –
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- Promote public safety and make disaster planning widely accessible
 - Support local government efforts to implement disaster and emergency planning policies that safeguard older adults and people with disabilities
 - Partner with local neighborhood watch programs, faith communities, regional leaders, police departments and fire and rescue departments to
 - enhance public safety awareness
 - promote monitoring of neighborhoods
 - Partner with police departments and fire and rescue department to support and promote elder abuse prevention initiatives, domestic violence awareness and crime prevention programs
 - Other –
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➤ Stable Communities

Regardless of a person’s age, stable communities have adults who are equipped for and have access to jobs that enable them to achieve financial security, plan for retirement and continue to be productive and healthy members of their communities when they are no longer able or desire to work.

- Encourage business to invest in older adult workers
 - Promote, advocate and cultivate business champions for older adult employment opportunities
 - Other –
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- Increase workforce entry and retention for older adults who choose to continue working
 - Support workers who are caregivers by encouraging flexible workplace policies
 - Promote workplace diversity training that raises awareness of older adult workers
 - Promote educational and technical training opportunities that enable older adults to continue to participate in the workforce
 - Feature older adult workers in advocacy and public relations pieces to share lessons learned, inspire innovation and encourage entry of new older adult workers into sectors of the labor force with foreseeable job shortages
 - Other –
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- Increase options for financial security and stability for older adults
 - Encourage faith communities to connect older adults and individuals with disabilities to resources that provide supportive financial services
 - Other –
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➤ Well Communities

A well community has supports, health management systems and comprehensive health services that provide for the changing needs of the population as it ages.

- Increase the number of older adults participating in prevention, wellness and chronic disease management
 - Promote making healthier choices to prevent illness
 - Increase awareness of illness prevention and health screenings and provide access
 - Build awareness of health risks to older adults –
 - Depression, substance abuse including alcohol, hypertension and diabetes
 - Increase chronic disease self-management education
 - Strengthen outreach to older adults experiencing vision and hearing loss and provide access to resources for vision and hearing loss assistive aides
 - Other –
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- Increase access to and coordination of health care and supportive services for older adults and people with disabilities
 - Partner and coordinate services among community based service providers to maximize program effectiveness and reduce program duplication of services
 - Promote communication and coordination between medical providers and home and community based health services providers to improve quality of care as a person transitions from hospital to home
 - Other –
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- Increase awareness of the critical role of caregiving, provide training that supports caregivers, and provide training that supports skilled health professionals
 - Promote respite care through adult day health services (day care)
 - Educate older adults and their families about choices in health care services
 - Educate consumers and business owners
 - Increase health community awareness to effectively utilize adult day health services
 - Other –
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- Increase awareness and access to long-term care resources
 - Raise community awareness of the need to plan for long-term care services
 - Promote multi-generational awareness of and access to end-of-life care, advance directives and resources
 - Raise multi-generational awareness of the impact of projected increases of –
 - Alzheimer’s disease, dementias, hypertension, stroke, obesity and other chronic illnesses
 - Other –
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