
Bay Aging Strategic Planning Executive Summary

2023-2028

Mission

Deliver the programs and services people of all ages need to live independently for as long as possible.

Vision

Every neighbor in our region (Individuals) will have a CHOICE and range of service that will assist them to remain independent in their chosen home.

Goals

Goal 1: Adapt, strengthen, and expand traditional programs to better meet/serve the needs of clients in the region.

Goal 2: Expand programs with unencumbered revenues to support programs and services that provide for critical needs in the region.

Goal 3: Strengthen infrastructure to maintain viability for the next decade. (IT, staffing, administration, revenue generation).

Goal 4: Strengthen board engagement, board development and succession planning.

Goal 5: Increase community awareness of Bay Aging programs and impact. (Marketing, community outreach, education)

Priority Actions

Healthy Living

Through a series of community living and health services, Bay Aging is committed to ensuring everyone in our service area has access to a range of services to live better and healthier.

Community Living

Increase food access with hot meals for clients

Open a new Active Lifestyle Center

Increase volunteer participation in RSVP program

Promote Senior Navigator

Expand Veterans Affairs Medical Center/Area Aging on Aging partnerships nationally

Expand programming for self-care clients and caregivers

Home Care/ADC/Care Coordination

Expand Adult Daycare Services hours offered and to serve more people

Increase the retention of Care Aid staff

Maintain NCQA accreditation and expand to new Managed Care Organizations

Increase contracts with Managed Care Organizations to deliver services for VA Cardinal Care Program

Veteran's Directed Care

Develop a Veteran's Direct Care website

Expand program services to additional states

Increase outreach events to educate the community about program

Care Transitions

Enhance Community Living Options Counseling service for referrals and preventive education.

Engage with all Managed Care Organizations contract with VA Cardinal Care

Grow network of Community Health Workers

Develop and strengthen Virginia Community Care Hub partnerships

New certifications for Options Counselors

Enhance the Options Counselors for referral and preventative education

Transportation

Bay Aging Transit improves people's lives by making their communities more accessible by providing public transportation services for work, medical appointments, shop for groceries, attend social engagements, and more.

Expand micro transit service

Improve real time scheduling and on demand services
Expand trip opportunities for New Freedom Riders
Reestablish the MedCarry volunteer program
Increase non-emergency medical trip services (MOVICARE)
Increase contracts with partner programs enhance services
Start a private charter transportation company
Purchase fuel efficient vans
Increase partnership with health organizations and businesses

Housing

Bay Housing Division helps people of all ages live independently in their homes and communities. BHD provides senior apartments and complimentary services, support for emergency home repairs, weatherization services, indoor plumbing rehabilitation, reconstruction, Housing Choice Vouchers, Legal Aid and Nationwide Aging Sources Referral Network.

Increase weatherization of homes in the Bay Aging service area
Increase affordable housing units in the region
Use Community Development Block Grants to increase affordable housing
Increase services to Temporary Assistance Need Families
Develop telehealth and wellness centers at Bay Aging apartments
Implement a Homeless Preference for Housing Choice Vouchers
Develop a dashboards for housing program performance and agency-wide customer satisfaction
Provide property management services for non-Bay Aging properties

Infrastructure and Sustainability

Bay Aging serves predominantly rural region and offers diverse programs to meet the needs of its service area. Investing in and maintaining its infrastructure, including its staff, buildings, technology, and financial stability, is critical to its ability to provide much need health, housing and transit services to thousands of people.

Administration

Enhance centralized intake and Client-Centered service models

Obtain and maintain adequate facilities for growth and new programs

Review and update succession planning and cross training for Bay Aging staff

Support employee education and training for advancement and retention

Information Technology

Implement new software for Home Care/ADC/Care Coordination

Secure HiTrust Certification

Increase the IT staff Strength Coordinated Entry system

Implement more efficient and cost-effective facilities management software

Finance

Continue to automate financial procedures

Implement financial policies for working capital and reserve funds

Communications, Marketing and Community Outreach

To reach those who need Bay Aging services in its region, Bay Aging is committed to increasing and enhancing its communications and community outreach.

Create a marketing specialist position for Virginia Assisted Medical Centers (TBD)

Create a comprehensive communications and marketing plan

Increase community awareness of Bay Aging programs and services

Promote Senior Navigator

Increase awareness of Home Care/ADC programs and employment opportunities

Increase awareness of Veteran's Directed care

Identify and expand community partnerships for Bay Aging Transit

Governance

A skilled and knowledgeable board of directors that operates effectively allows management to focus strategically on its business. Bay Aging has a Board of Directors that oversees the organization and a Board of Directors that oversees the Bay Aging Foundation which provides support to the Bay Aging.

Use a board matrix for recruiting

Update the succession plan for the CEO

Enhance communications between Bay Board and Foundation

Increase opportunities for board professional development

Summary

By updating its strategic plan, Bay Aging acknowledges that new ideas, partnerships and investments in technology and staff are key to its continued success. To ensure ongoing improvement, the board and staff need to continue the dialogue begun with the strategic planning process.

The mission, vision and strategic plan are living documents that should be reviewed often to make sure Bay Aging continues to move toward its goals. The plan is a broad and flexible document that provides long-term program direction. It is a road map and there will be detours in the journey that were not anticipated - new needs, new programs and initiatives, new opportunities, new weaknesses, or strengths identified along the way. The continued review of the document and when needed revision of the plan to reflect new circumstances will provide Bay Aging with flexible, consistent, measurable, and collaborative plans and goals for the future.