

Lenoir County Council on Aging

Strategic Planning Documents



●Mission ●Values ●2015-2018 Strategic Plan

Appr

Statement & Values

and promote the wellbeing of senior citizens in Lenoir County.

Services will be available to older adults in Lenoir County who wish to maintain or enhance their wellbeing.

Individuals should have a positive attitude about their own aging and towards those who have acquired age.

Services provided by the Lenoir County Council on Aging should prevent premature or undesired institutionalization among older adults.

Continuing development is a need for people of all ages and services should be available to older adults to meet these needs.

Individuals and groups in the community should cooperate toward identifying, planning for and meeting needs of the aging population.

Programs and Services

Goal	Long-Term Goals (Where we'd like to be in 3-4 years)	Annual Action Steps for (major targets for current planning year)	Key Strategies (Best approaches for addressing barriers and opportunities)
	<p>Serve 24,000 congregate and 24,000 home delivered meals by 2018.</p> <p>By 2018, provide hot meals to all homebound nutrition clients.</p> <p>Each congregate meal site will have an average daily attendance of 20-25.</p> <p>Alternatives to traditional meal service will be available, including liquid nutritional supplements.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Provide 5,800 meals at the Kinston congregate nutrition site. • Identify any viable options for additional nutrition sites. • Poll participants at senior center satellite sites in December 2015 to determine interest in congregate nutrition services. • Produce and distribute a flyer on availability of liquid nutritional supplements. • Administer nutrition survey in 3rd quarter to determine client satisfaction with meals. 	<p>Increase feedback from clients and staff to evaluate current caterer of room for improvement.</p> <p>Continue to explore choices for food service including direct service.</p> <p>Dining spaces will have a warm atmosphere with active engagement.</p> <p>Reach out to the hospital to develop a partnership in supporting discharged patients in supporting discharged patients in home delivered programs as shown in nutrition services.</p>

er n	<p>Average daily attendance at the Skinner Center will be 80. The Skinner Center will pass recertification in 2017 as a certified center of excellence. Programs and services at the Skinner Center will be balanced; education, wellness, socialization, expression.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Collect Sing-in sheets and report quarterly to the director and board on attendance and membership. (Betsy) • Include figures on senior center activity in the newsletter and post in the bulletin area of all senior center sites. (Betsy) • Organize FY 13, FY 14, & FY 15 documentation by the end of the 1st quarter. (Betsy & Mineko) • Redevelop the Advisory Committee, recruiting new members through invitation, and providing an orientation. (Betsy) • Hold a focus group in August to identify new programming interests of members. (Betsy) • Distribute a survey in September to determine most popular suggestions for implementation in the schedule. (Betsy) • Explore partnerships and options for offering overnight and extended travel options. (Betsy) 	<p>Promotion of special events through various technology tools will increase participation. Enhance outreach efforts to include 8 targeted actions (fairs, events, ads) per year to attract different groups (volunteers, socially isolated, disadvantaged, retirees, caregivers, etc.). Training for appropriate staff on SCOPE requirements and documentation, delegating responsibility among appropriate staff members.</p>
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nt	<p>Provide 30,000 hours of home management by 2018.</p> <p>Reduce cost of service to increase service provided with limited grant funding.</p> <p>Diversify funding to include for 10% of clients under private pay.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Provide 5,032 hours of home management under HCCBG funding. (Andi) • Provide 360 hours of home management to private paying clients. (Andi) • Establish unit rate for the year at \$18.2778 (less than 14/15-\$21.0346). (Mineko) • Update brochures on service to include private pay option and descriptions. (Andi) 	
cion	<p>Provide 12,000 rides by 2018.</p> <p>Alternative forms of access to COA programs and services will be available through volunteer or staff drivers.</p> <p>Consumers of GT service will utilize service to best support their independence and wellbeing.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Provide 3,383 rides through purchased services from Lenoir County Transit. (Connie) • Provide information in satellite site materials about transportation service options. (Betsy) • Provide 617 rides through alternate sources including partnerships, volunteers, and staff. (Betsy) • Update procedures in agency manual to reflect current practice of arranging and approving service. (Mineko) • Create a form to allow request and access for clients at all locations. (Mineko) 	

n &	<p>Provide 30 individuals/ families with options counseling support in making choices related to long term supports and services.</p> <p>Fill 1,000 information requests by phone, email or in person by 2018.</p> <p>A comprehensive and current resource guide will be available and accessible to community partners.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Provide Options Counseling to 10 individuals/families. (Andi) • Service 330 information calls. (All) • Provide a review of information forms and how to document/collect information from a caller. (Andi) • Utilize volunteer sources (title V and interns) to review resources in the directory on an ongoing basis to assure annual review of all listings. (Andi) 	
	<p>Provide 30 families with respite care, temporary relief from caregiving duties.</p> <p>Serve 20 families with group respite provided weekly at the Skinner Center.</p> <p>Host an education event annually for family members.</p> <p>Hold 30 support group meetings for caregivers.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Provide 10 families with respite services. (Mineko) • Provide an event for caregivers in November, possibly a candlelight vigil. (Betsy) • Establish a support group for caregivers of persons with dementia in October. (Betsy) 	
s	<p>Offer an evidence based health promotion program (such as Living Healthy) annually.</p> <p>Serve 90 seniors with various EBHP programs by 2018.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Provide a Living Healthy program in September or October. (Betsy & Andi) • Collect rosters of clients from EBHP programs quarterly and submit as required to the AAA. (Connie) 	

Volunteerism

	Long-Term Goals (Where we'd like to be in 3-4 years)	Annual Action Steps for (major targets for current planning year)	Key Strategies (Best approaches for addressing barriers and opportunities)
Mission &	<p>Each route of home delivered meals will have a supporting volunteer force of at least 15 individuals.</p> <p>The Council on Aging will have a brochure to describe each volunteer role available.</p> <p>A volunteer orientation will be provided at least quarterly by the Ex. Director for new volunteers to expand knowledge of the agency and its purpose.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Create a uniform template for individual service brochures by September (Mineko). • Offer a volunteer orientation on September 9th and the 2nd Wednesday of the last month of each quarter thereafter. (Mineko & Betsy) 	<p>Increasing volunteer workforce through development and implementation of a strategic volunteer plan.</p>
Vision &	<p>Volunteers will contribute 4,000 hours of service to the Council on Aging by 2018.</p> <p>An annual recognition event will be held to show appreciation and issue awards.</p> <p>Token system will be implemented to recognize years of service and special accomplishment.</p> <p>Volunteer only activities will be offered at least twice a year to make additional training available and to improve relationships.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Volunteer Appreciation Luncheon in April 2016. (All) • Provide CPR-Red Cross training to volunteers. • Hold an event in August or September for volunteers only. Tiki Party? (All) • Hold an event in December/January for volunteers only. New Years Party? (All) • Develop pin recognition system and share/report awards in newsletter throughout year. 	

nt	<p>Timesheets will be provided to volunteers to establish schedules and recognize milestones.</p> <p>Volunteer position descriptions will be reviewed by staff annually for development or revision.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Develop a volunteer timesheet by July 1, 2016 (Betsy). • Provide an organized filing system for volunteer time sheets and share with them by July 1, 2015 (Betsy). • Update volunteer descriptions by December 2015. (all) 	
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Communications and Governmental Relations

Goal	Long-Term Goals (Where we'd like to be in 3-4 years)	Annual Action Steps for (major targets for current planning year)	Key Strategies (Best approaches for addressing barriers and opportunities)
y	<p>Offer 6 events, at least 1 per year to the general public for exposure to non-clients.</p> <p>Advertise in media twice per year for a total of 8 public messages to attract new clients and increase public awareness about services.</p> <p>Active membership in the business community as evident from attendance to at least 4 events with chamber of commerce members.</p> <p>Hosting or serving on a committee for at least 1 event per year for the chamber of commerce.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Volunteer for a community ambassador role for the chamber of commerce. (Betsy) • Host a chamber networking event (before or after hours) in the third quarter. • Attend chamber events such as ribbon cuttings or socials to build relationships with community partners. • Hold a family event in December, open to family of members and general population. 	<p>Use of billboards to promote agency name, events, or seasonal topics (positive aging, elder abuse awareness campaign, falls prevention message, etc.)</p> <p>Create a logo for the agency to include in advertisements and agency publications (brochures, flyers, billboards, ads).</p> <p>Registering and holding information table at events such as the Living Well Expo.</p> <p>Develop professional relationships through networking events like business after hours.</p> <p>Accepting roles in leadership for the Chamber, offering assistance in areas of expertise such as Family Access Portal (?).</p>

ntal	<p>All monitoring visits shall be free of non-compliance findings through 2018.</p> <p>Staff or volunteers shall attend county commissioners meetings with agenda items pertinent to the agency mission.</p> <p>Staff shall attend quarterly Aging Planning Board meetings to inform advisors to the county commissioners on the HCCBG funds for Lenoir County and provide information on service delivery and needs in the community.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Staff shall prepare and participate in scheduled monitoring by the AAA as announced. (appropriate staff per program) • Staff shall conduct sub-contract partners for transportation and nutrition services and document properly. (Mineko) • Attend quarterly Aging Planning Board meetings and provide service reports. (Mineko) 	<p>Host electoral panels during election period</p> <p>Invite county commissioners and AAA staff to events and partnership meetings.</p> <p>Request a county commissioner to be appointed to serve on the Board of Directors for the agency.</p> <p>Forward notices from the aging network to county chair for advocacy and funding to the aging planning chair.</p>
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Talent and Organization

Goal	Long-Term Goals (Where we'd like to be in 3-4 years)	Annual Action Steps for (major targets for current planning year)	Key Strategies (Best approaches for addressing barriers and opportunities)
	<p>Coworker relationships will show high commitment as reflected in annual surveys administered by the ED.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • A workplace environment survey will be distributed in July to gauge quality of teamwork. (Mineko) 	

ion	<p>Rates of pay will be assessed annually for competitiveness with other employers within the county and similar businesses (size and type) across the state.</p> <p>Action to modify compensation will be made by administration when it threatens maintenance of talent and skill.</p> <p>Types of compensation offered will appeal to the current staff of the agency as found in surveys administered at least twice before 2018.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • Positions across the state opening in the Aging Network with comparable responsibilities will be noted and recorded on an ongoing basis for comparison with current COA positions. (Mineko) • Any staff leaving the agency will be given an exit survey to provide feedback on employment with the agency. (Mineko) 	<p>Satisfaction surveys</p> <p>Exit interviews/surveys</p>
	<p>Training plans will be prepared on an annual basis for each employee including appropriate topics to position descriptions.</p> <p>All staff will maintain awareness of the agency mission and personnel policies.</p>	<p>2015-2016</p> <ul style="list-style-type: none"> • All staff will determine areas for improvement in job knowledge, safety, and client population knowledge and request appropriate training. (Mineko) • At a meeting of all staff hired more than 12 months before the start of the program year, the personnel policies will be reviewed. (All) 	<p>Annual review and signature of staff on policies., included in a staff meeting lead ED.</p> <p>Training plans will be drafted following a evaluations and monitored quarterly by maintenance and completion.</p> <p>ED will share with staff opportunities through aging advocacy organizations in the state, the NC Association on Aging, Coalition of Area Agency on Aging, Meals on Wheels Association of NC.</p>

<p>at ion</p>	<p>Position descriptions will be reviewed by staff and ED at least twice by 2018 to identify opportunities for personal growth of the employee and improvement/ expansion of service.</p> <p>All available positions will be posted on through the NC Works website, local university career centers and on the agency's electronic media sites.</p> <p>Paid internships (depending on funding availability) will be offered to appropriate and exceptional college students to encourage interest and employment with the agency.</p>	<p>Ongoing</p>	
	<p>All staff members will create a binder of instruction on fundamental job responsibilities for successors by 2016 and maintain through 2018.</p> <p>Cross training on all fundamental job responsibilities will be completed by 2016, and ongoing in the event of unexpected absence or separation.</p> <p>Interim responsibility delegation will be determined by the ED and indoctrinated in the agency's policy and procedure manual by 2016.</p>		

ent tion	<p>Staff will be evaluated by the ED at least annually with at least one interim update on staff identified goals and any noted areas falling below expectation.</p> <p>Performance evaluation tool will be critiqued and revised in agreement with staff and ED reflections on its utility and appropriateness to agency purpose.</p>		
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Facilities and Infrastructure

Goal	Long-Term Goals (Where we'd like to be in 3-4 years)	Annual Action Steps for (major targets for current planning year)	Key Strategies (Best approaches for addressing barriers and opportunities)
	All properties of the agency will be used towards the mission.	Assessment and valuation of the Domain building and pink hill nutrition site.	Annual evaluation of property usage and report to the building and grounds committee staff and recommendations from the committee to the general board membership.
	Items will be maintained sufficiently to carry out the work plans of the agency.		Inventory will be assigned serial numbers for better tracking of property and depreciation.

Finances and Financial Management

Goal	Long-Term Goals (Where we'd like to be in 3-4 years)	Annual Action Steps for (major targets for current planning year)	Key Strategies (Best approaches for addressing barriers and opportunities)
ce	The residual balance of main bank accounts will be an amount equal to or greater than 3 months of revenue.		Build in a modest gain in unit rates to gain balance over time without overcharging services.

<p>lity</p>	<p>The Executive Board and Administrative staff will be aware and in control of the budget at all times to good stewardship of funds and stability of the agency.</p>		<p>Board Officers and at least 2 staff members will review finances monthly and make quarterly reports to the board.</p> <p>Ex. Director will manage the agency with the budget approved by the board at all times and will adhere to the agency's operational policies regarding purchases and approval.</p>
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