

AGING SERVICES, INC
STRATEGIC and BUSINESS PLAN

FY 2007

PURPOSE

The Aging Services, Inc. Strategic and Business Plan identifies Goals, Strategies, and Activities which are specifically designed to assist the agency to accomplish its Mission. These Goals, Strategies, and Activities are established after an organizational assessment of ASI's internal strengths and weaknesses and a broad assessment of external threats and opportunities in our environment. The desire of Aging Services is to act on potential opportunities while addressing external influences by leveraging our organizational strengths as they relate to the agency's delineated Mission, Guiding Principles, Client and Family Services and Community Initiatives.

The Plan is also used as part of funding and grant applications, orientation for Board Members, guidelines for Board Committee responsibilities, reports to the ASI Board of Directors, staff financial planning, and measurement of success. The Aging Services Strategic Planning Committee and Board of Directors review the Plan at least annually.

Mission:

The Mission of Aging Services, Inc. is to provide services that maintain, integrate, and enhance the lives of seniors in the community.

Services:

All services are designed to assist seniors to remain in their own homes for as long as is practical and to prevent premature or even unnecessary institutionalization due to such factors as age, chronic illness, poverty, low vision, isolation, and lack of available family and/or social support.

Guiding Principles:

- ◆ All people should be treated with dignity and respect
- ◆ Seniors are an asset to the community
- ◆ Aging Services programs are designed to help seniors remain as independent as possible
- ◆ Seniors, families, caregivers, and staff collaborate to meet and identify needs and solutions
- ◆ Community collaborations can provide a wide range of quality services, in a cost effective way
- ◆ Positive outcomes can result from the strength of intergenerational relationships

Client and Family Services:

- ◆ Services are timely, affordable, accessible and individually appropriate
- ◆ Services identify and enhance individual strengths and recognize changing client needs and abilities
- ◆ Services assist seniors, families, and caregivers in understanding the aging process
- ◆ Services provide information to seniors, families, and caregivers that helps them to make informed choices

Community Initiatives:

- ◆ Innovative leadership in issues related to aging through education, advocacy, and the provision and coordination of community services
- ◆ Efficient use of available resources
- ◆ Effective use of volunteers

AGENCY HISTORY

Aging Services, Inc. was founded in 1970, as the Linn County Council on Aging, a 501 © (3) non-profit corporation by a group of volunteers from Churches United, in order to address the future needs of seniors in Linn County. Initial services included phone calls to homebound seniors to check on their safety and transportation to and from medical appointments for seniors who had no other access to their physician. Fewer than 200 seniors were served that first year. These services continue to be provided by volunteers at Aging Services, Inc. today.

Over the years a variety of funding sources were developed and services expanded dramatically to meet the needs of seniors and their families in the Linn County area. In 1991 the Linn County Council on Aging developed a management arrangement with Abbe Inc. and the name of the agency was changed to Aging Services, Inc. Aging Services remains an affiliate of Abbe Inc., also a 501 © (3) private non-profit organization. Abbe Inc. provides community education, awareness, advocacy, and outreach, while managing the coordination of services for older adults and psychologically and/or physically challenged adults. (Abbe Inc. Organizational Chart is attached)

The Management Team of Aging Services includes the Executive Director, the Director of Home and Community Based Services, the Director of Social Work, and the Director of Chore and Volunteer Services. (ASI Organizational Chart is attached.)

In response to an increasing senior population and identified needs of older adults and their families, Aging Services has developed and expanded programs that now annually serve in excess of 5,000 older adults and their families.

Target Population:

Aging Services, Inc. programs are available to any older adult in need. For the purpose of ASI programs, older adult is defined as anyone age 60 and older. However, the target population is the frail older adult most at risk of premature or unnecessary institutionalization due to factors such as age, chronic illness, poverty, low vision, isolation, and lack of family and/or social support. In addition, individuals under age 60 may be served as funding allows.

Programs and Services:

- ◆ Case Management (in-home assessment, implementation, service plan development and on-going coordination of services in Linn, Benton and Jones counties)
 - ★ Elder Abuse Initiative
 - ★ Nutrition Social Work
 - ★ Medicare Social Work
 - ★ Service Coordination for Senior Housing
 - ★ Mental Health Outreach
 - ★ Fee for Case Management services for those who can pay (Aging Connection)
- ◆ Adult Day Health Services—(In-Home respite services at Milestones Adult Day Health Centers in Cedar Rapids and Marion)

- ◆ Chore and Home Repair Services (wheelchair ramps, lawn mowing, snow removal and minor home repair)
- ◆ Vision Enhancement Center (evaluation, assistive devices and low vision services)—
- ◆ Volunteer Services
 - ★ Transportation
 - ★ Friendly Visiting
 - ★ Phone-a-Friend
 - ★ Telecare phone calls to homebound seniors
 - ★ Holiday Meal Delivery
 - ★ Community Education, Advocacy and Outreach
 - ★ Home Safety Checks
- ◆ Community Awareness and Education
 - ★ Participation in a variety of community seminars, collaborations, education fairs, and events related to aging.
 - ★ Advocacy for Senior Services

Facilities:

Aging Services, Inc. offices and the Vision Enhancement Center are located at 800 1st Street NW in Cedar Rapids, while Milestones Adult Day Health Center is located at 1725 O Avenue NW in Cedar Rapids. Milestones in Marion, our second adult day health center is located at 1080 Cardinal Drive in Marion.

Funding:

Sources for services provided by Aging Services, Inc. to date include:

- ◆ Fee-for-service (No one is denied service due to inability to pay)
- ◆ United Way
- ◆ Heritage Area Agency on Aging
- ◆ Medicaid
- ◆ Medicare
- ◆ Veteran's Administration
- ◆ Linn County
- ◆ Iowa State Department of Public Health
- ◆ Cities of Cedar Rapids and Marion
- ◆ Annual Fund Raising Events
 - ★ ASI Golf Tournament
 - ★ "Give the Gift of Independent Living" Campaign
- ◆ Sale of low vision assistive devices
- ◆ Donations and grants

NEEDS AND MARKET ANALYSIS SUMMARY

Aging Services, Inc. programs are available to any older adult (age 60 and older) in need. However, our target population is the frail older adult most at risk of premature or unnecessary institutionalization due to factors such as age, chronic illness, low vision, poverty, isolation, and lack of availability of family and/or social support. All services are intended to serve both the senior and the care-giver, and are designed to be cost effective alternatives to institutional care.

Demographics:

National – One in every 8 Americans is age 65 and older – 12.5% of the population of the United States. Currently, the age 85 and older age group is growing 6 times faster than any other age group.

Iowa – Our State has one of the highest percentages of older adults in the United States. Nearly 15% of our population is age 65 or older, fourth highest in our country. Iowa's percentage of seniors age 85 and older ranks second in the country.

Linn County – Locally, over 16% of all individuals living in Linn County are age 60 and older. This is approximately 30,000 people.

75 million Baby Boomers will begin to reach age 65 in 2011. Projections are that by 2030 25% of the population of the United States will be age 65 and older.

The vast majority of older adults tell us that they want to remain in their own homes, to “age in place” for as long as possible. However, along with this aspiration, approximately 50% of seniors' age 85 and older requires some type of assistance to remain in their home.

Trends:

Senior Clients

Only 5% of Americans age 65 and older live in nursing homes and approximately 80% of all caregiving is done in the home. With the influx of Baby Boomers reaching age 65 in the near future, we can expect a dramatic increase in the demand for community based services that will help seniors to “age in place”. This demand will include the need for increased services for caregivers of older adults as well as the older adult.

Caregivers:

While the ratio of caregivers to dependent adults was 11:1 in 1990, this ratio is projected to be altered dramatically to 4:1 by 2050. We know that caring for a dependent adult can be a 24-hour job, and that 70% of all caregivers are women, 50% of whom also work outside the home.

Iowa & Linn County:

Currently, Iowa has more adults age 75 than children under the age of 5. Between 1990 and 2020 it is anticipated that the population age 65 and older in Linn County will increase by 84%, while our population age 20 and younger increases only 6%.

The Need:

These trends indicate a need for the continued development and expansion of community based services to meet the care needs of an increasing elderly population.

Geographic Area:

Aging Services, Inc. provides home and community based services primarily in Linn County with Case Management provided in Benton and Jones counties. However, Milestones Adult Day Health Center has a “sister” organization in Johnson County; Pathways Adult Day Health Center, operated by Pentacrest, Inc., an Abbe Inc. affiliate. Other Abbe affiliates provide services in Benton, Jones, and Johnson counties.

It is the intent of the Board to continue to focus on service provision within and adjacent to Linn County, unless there are future identified needs and funding resources that would warrant expansion to other areas.

Accreditation:

At this time the only service provided by Aging Services that is accredited is Milestones Adult Day Health Center, which is certified by the Rehabilitation Accreditation Commission (CARF). Licensure or certification for adult day care in Iowa was required for the first time in 2003. The Milestones CARF Accreditation meets these guidelines. The Milestones in Marion facility will pursue CARF Accreditation at the appropriate time.

Though none of the other home and community-based services provided by ASI require licensure or accreditation; funders, Medicare and/or Medicaid monitor all services as appropriate. The agency's desire is to provide services which will enhance the quality of life for our older adults and their caregivers.

Collaborations:

As a private not for profit entity, Aging Services participates in numerous collaborative opportunities with public, private for profit, and private not for profit entities. Examples include:

- ◆ Funder/Provider relationships with United Way and the Heritage Area Agency on Aging
- ◆ Provider/Provider collaborations with agencies such as Witwer Center, Horizons Family Services, and Linn County Case Management
- ◆ Not-For-Profit/For-Profit collaborations for annual fund raising events and volunteer opportunities

MANAGEMENT SUMMARY

Aging Services, Inc. is a private not for profit 501 © (3), and is an affiliate of Abbe Inc., also a private not for profit 501 © (3) organization.

The Management Team of Aging Services, Inc. includes the Executive Director, Director of Home and Community Based Services, Director of Social Work, and Director of Chore/Volunteer Services.

FINANCIAL SUMMARY

The anticipated FY 07 operating revenue and expenses for ASI are \$1,993,409 and \$1,991,418, respectively, which is a budgeted net income of \$1,991. The following is a budget breakdown:

Percentages of Revenues:

Heritage	19%
United Way	18%
Client Fees	50%
▪ Sliding Fee Scale	
▪ Veterans Administration	
▪ Elderly waiver (Medicaid)	
▪ Adult Rehabilitation Option (Medicaid)	
▪ Linn County	
▪ Senior Living Trust	
Grants/Fundraising	5%
Iowa Dept. Public Health	2%
Other	6%

Expenses:

Personnel	62%
Administration	5%
Client Services (Vision, Chore & Transportation)	10%
Occupancy (Rent and Utilities)	5%
Depreciation	5%
Food	4%
Insurance	3%
Supplies	1%
Vehicle/Mileage	1%
Other	4%

About 62% of all expenses will be used to support personnel expenses for 30 employees. Client Services, Depreciation, Rent/Utilities and Administrative and Food expenses make up significant expenses.

The debt on the Milestones Adult Day Health Center facility at 1725 O Avenue was retired in 5 years. The expansion of adult day health services to Marion has been funded through a mortgage at Farmer's State Bank in Marion, an Iowa Finance Authority Loan, and a successful \$800,000 Capital Campaign.

One factor that could have a significant impact on future funding for services is the current state Medicaid deficit. However efforts to "Rebalance Long Term Care" at the state level could also result in increased funding for home and community based services such as those that ASI provides.

The timeliness and availability of ASI services may be limited by the availability of funds. An example is the current waiting list of over 100 seniors for services in the Case Management program.

FUTURE PLANS SUMMARY

The Aging Services, Inc. Board of Directors recognizes the changing demographics and plans to address the increased need for home and community based services. The Board recognizes that traditional funding sources of services for our target population are at best strained at this time. Consequently, services may be delayed or denied based on availability of funds. To mitigate necessary denial of services, the Board is developing future strategies which are designed to raise additional funds, increase operating efficiencies, raise awareness and focus on highest priorities in providing services to seniors and their families.

Aging Services, Inc. values traditional funding sources and will continue to nurture and support established relationships with United Way, Heritage Area Agency on Aging, and the cities and counties in which the agency provides services. In FY '07, The Fund Development Committee of ASI Board will develop Corporate Friends Program as a potential new funding source. Other identified potential new sources of revenue for service include: Elderly waiver Case Management, Medicare Low Vision Assessment reimbursement, Elderly Waiver Respite and Transportation funding, social work contracts with community housing entities, expansion of adult day health services, neighboring cities and counties, fee for service case management, and application for available service grants.

In coordination with Abbe, Inc., Aging Services, Inc. will develop a long-term facilities plan designed to minimize facilities. ASI will research capital investment opportunities in technology, facilities, and equipment which lowers operation costs with a target payback of five years or less. ASI will research consolidation and shared cost opportunities with Abbe and non-affiliated human services agencies.

Aging Services, Inc., through its Community Relations Committee and staff involvement, will continue its active involvement and collaboration with multiple community organizations and activities. The

Advocacy Committee of the Board will establish a network of advocates and dedicate staff to advocacy initiatives.

Aging Services, Inc. will develop a measure of Agency Quality Assurance by pursuing the American Association of Homes and Services for Aging (AHSA) Quality First Initiative.

Attached are detailed Goals, Strategies, and Activities, as approved by Aging Services, Inc. Board of Directors in _____ 2007. ASI management will provide goal progress reports to the Strategic Planning Committee and Board at least semi-annually.

Aging Services Inc. Prior Year Accomplishments, Challenges, Goals and Strategies for FY 06 and 07

FY 05 and 06 Accomplishments:

- ◆ Successfully completed Milestones in Marion capital campaign and began operations in March 2005
- ◆ Hired an optometrist as Medical Director of Vision Enhancement
- ◆ Applied for and received funding for an additional 1.0 Case Management social work position through United Way
- ◆ Completed Restated Bylaws and Articles of Incorporation
- ◆ Conducted Staff training on Diversity, Discrimination, Harassment, Workplace Violence
- ◆ Developed “Aging Connection” – a fee-for-service Case Management program
- ◆ Board signed Quality First Covenant
- ◆ Established a Board Advocacy Committee
- ◆ Held a successful golf fund-raiser

FY 06 and 07 Challenges:

- ◆ Adapt to reduced funding from Veterans Administration of approximately 30%, or \$40,000 annually
- ◆ Adapt to reduced funding from Linn County of approximately 25% or \$12,000 annually
- ◆ Transition to the new Elderly Waiver Case Management reimbursement system
- ◆ Slow build up of census at Milestones in Marion
- ◆ Comply with legislative mandates regarding not-for-profit entities
- ◆ Develop mutually beneficial relationships with assisted living centers

GOAL 1: *Address the increasing need for community-based services for seniors and their families.*

Strategy 1: Operate Adult Day Health Centers with revenues exceeding expenses

- ◆ Achieve CARF Accreditation/State Certification by July 1, 2007
- ◆ Achieve average daily census of 30 per day at Milestones Marion and 60 per day at Milestones C.R. by July 1, 2007

Strategy 2: Operate a Low Vision Clinic with revenues exceeding expenses

- ◆ Secure grant to fund equipment needed in clinic
- ◆ Provide Occupational Therapy and Physician services at the Vision Enhancement Center
- ◆ Meet with local Ophthalmologists to discuss purpose of clinic and facilitate referrals
- ◆ Publicize availability of service to Optometrists, Ophthalmologists, and community
- ◆ Increase sales of low vision devices

Strategy 3: Increase Case Management Funding and Staff

- ◆ Advocate for increased state funding for Case Management
- ◆ Raise awareness of “Aging Connection”, a fee-for-services program
- ◆ Reorganize Case Management services to adapt to Elderly Waiver reimbursement system

GOAL 2: Pursue increased traditional and non-traditional funding for services**Strategy 1: Increase Advocacy Efforts**

- ◆ Collaborate on advocacy programs with other agencies serving the aging population
- ◆ Better advise government officials of the unmet needs of the aging population
- ◆ Identify and apply for new local, state and federal funds
- ◆ Ensure maximum Medicare and Medicaid funding and compliance with guidelines
- ◆ Identify and contact assisted living centers about developing mutually beneficial relationships

Strategy 2: Provide Medicare funded Optometry and Occupational Therapy Services at Vision Enhancement Center and Adult Day Care

- ◆ Provision of Medicare funded services
- ◆ Compliance with all Medicare guidelines and maximize reimbursement
- ◆ Pursue expanding Occupational Therapy services to Adult Day Health Centers
- ◆ Develop and implement a fee-for-service Occupational Therapy program

Strategy 3: Expand funding for In-Home Respite Program and Volunteer Transportation Services

- ◆ Secure Elderly Waiver funding for In-Home Respite and Volunteer Transportation Service
- ◆ Hire staff to provide these services under Waiver program
- ◆ Revise and reorganize staff positions
- ◆ Secure United Way Community Response Funds to expand volunteer transportation program
- ◆ Work with City of Cedar Rapids and Linn Co. to apply for New Freedom Fund Grant to expand volunteer transportation services

Strategy 4: Explore collaborative fund development opportunities with other Abbe affiliates

- ◆ Conduct joint fund development between ASI and Witwer as appropriate
- ◆ Review effectiveness of Grants Writer position

Strategy 5: Conduct Board driven fund development efforts annually

- ◆ Annual Newsletter “Give the Gift of Independent Living Campaign”
- ◆ Annual ASI Golf Tournament
- ◆ Develop “Corporate Friends” Program

GOAL 3: Conduct and participate in activities to increase awareness of ASI services**Strategy 1: Provide orientation and education to the ASI Board**

- ◆ Provide orientation to new Board members within six months of election
- ◆ Hold annual Board planning retreats
- ◆ Each Program Director shall at least annually provide a strategic progress report at a Board meeting

Strategy 2: Conduct regular community outreach and education programs – Coordinated by Community Relations Committee and Abbe Communications Coordinator

- ◆ Offer seminars on ASI's available services through area business human resources departments
- ◆ Active participation in United Way Annual Campaign
- ◆ Promote "Aging Connections" fee-for-services program
- ◆ Participate in at least 25 informational community outreach events annually
- ◆ Publish at least 1 community Newsletter annually
- ◆ Media and news releases as appropriate
- ◆ Participation in Health Fairs, Exhibits, etc.
- ◆ Distribution of program information to healthcare providers, businesses, and government
- ◆ Radio/Television interviews
- ◆ Advertisements in phone books and ads in Involvement
- ◆ Update Web site
- ◆ Appropriate phone book and yellow page listings

Strategy 3: Participate in wide variety of community collaborations that result in provision of services consistent with ASI Mission.

Example of Activities/Collaborations

- ◆ United Way
- ◆ Heritage Area Agency on Aging
- ◆ City of Cedar Rapids — CDBG and Transportation
- ◆ City of Marion — TIF
- ◆ Rockwell
- ◆ Marion Independent Schools
- ◆ TRIAD
- ◆ Senior Coalition
- ◆ Case Management Program for Frail Elderly
- ◆ Cedar Rapids Garden Club
- ◆ HACAP
- ◆ Witwer Center
- ◆ Westover Manor
- ◆ Scott Meadows
- ◆ Moundview Manor
- ◆ Healthy Linn Care Network
- ◆ Visiting Nurse Association
- ◆ Rockwell Collins Retiree Volunteer Program
- ◆ Cedar Rapids Police Department
- ◆ Area Churches
- ◆ GE Capital
- ◆ Red Cross
- ◆ Xavier High School

GOAL 4: Develop a measure of agency Quality Assurance

Strategy 1: Pursue American Association of Homes and Services for aging Quality First Initiative.

- ◆ Management team review of materials and Membership Covenant
- ◆ Develop Quality First implementation plan
- ◆ Conduct at least one Quality First Activity in FY 2007