

STRATEGIC PLAN

EXECUTIVE SUMMARY



Who we are: Social workers, nurses, business professionals, cooks, drivers, and support staff who strive to make a difference in the lives of the aged and disabled

Who we serve: Older Americans 60+, disabled (any age) who are isolated, in-home, or needing case management services and their caregivers

What we've done: Progress on I4A initiatives supporting the State's plan

1. Older adults and people with disabilities maintain maximum independence. (Director's work on CHOICE through I4A)
2. Indiana's long-term services and supports network empowers consumers through needs-based assessment. (Pilot for the Community Living Program)
3. Providers can meet the in-home services needs of Hoosiers regardless of their location. (Meals on wheels-no wait list, Face-to-face options counseling)
4. Indiana caregivers can continue to support their loved ones. (Care Transitions, Selected for training with the Rosalynn Carter Institute for caregivers, dementia training, consistent utilization of services)
5. Maintain the single-point of entry for consumers of long-term services and supports. (Improved options counseling, new programs, SHIP, awards)
6. Improve transportation options for older adults and people with disabilities. (Advocacy, financial support for transportation programs)
7. Streamline and improve nursing facility Pre-Admission Screening. (Face-to-face options counseling)
8. Protect older adults from abuse, neglect and exploitation. (Ombudsman, process improvements, work with partners, including Adult Protective Services)
9. Residents of Indiana communities can live and age safely in place. (Advocacy, Meals on wheels-no wait list, case management, strong volunteer group, healthy aging initiatives)
10. Older Hoosiers maintain health and avoid injuries. (Healthy aging initiatives)

Vision Livable communities which promote aging in place for people of all abilities.

Mission To offer older adults, individuals with disabilities and caregivers options for a better quality of life.

Core Values—Why Generations?

Passion... Passionate about serving our clients (maximize self-direction, independence and choice)

Respect... Treat others the way we want to be treated (timely, accurate, meaningful (person-centered planning) and secure)

Integrity... Take the initiative and do what's right (execute person-centered unpaid initiatives, eliminate the wait list)

Knowledgeable... Experts in the field of aging (training, awards)

Teamwork... One team, no exceptions, a group of strong and diverse individuals, unified by a clear, common purpose (celebrate success by recognizing and rewarding the achievements of individuals and teams)

Leadership.... Develop and execute new programs, services and opportunities to promote aging in place.

Diversity... Embrace differences, encourage new ideas, support individual expression.

Community Involvement.... Help and improve the communities where we work and live.

Strengths

- Knowledgeable, dedicated, certified staff
- Innovative (piloting new ideas and programs)
- Fiscally responsible
- Low employee turnover
- Client focused (high satisfaction scores)
- Leadership (awards, recognition)
- High employee satisfaction/teamwork
- Strong case management skills
- Currently hold Choice, CLP and other funding source contracts

Weaknesses

- Communication (lack of clear program direction)
- Diversity
- Perception of lack of customer service (wait lists, length of time to start Choice, waiver services)
- Technology out of date, inefficient and not effective
- Support healthy aging initiatives without a clear funding source
- Focused on the here and now, can lose sight of the long term picture
- Lack of flexibility of staff (different hours, giveaway vs. sales mentality)

Opportunities

- Private pay case management to supplement funding
- I2A LLC (contract with managed care organizations)
- Newest, 60+ generation adept with technology seeking education, Information from those knowledgeable in the field
- Growing recognition that what is good for the aged and disabled, can also be good for other able-bodied adults

Threats

- Decreased and/or \$0 funding for current programs
- More elderly with more chronic diseases living longer
- Lack of transportation in rural areas
- Reauthorization of OAA stalled
- Private case management vendors
- Decrease of funds and refined focus of foundations and grant sources

Generations 5 Year Strategic Plan Logic Model

KEY STRATEGIES

- Secure integrated case management software.
- Secure integrated reporting software for Healthy Aging and RSVP.
- Utilize current technology for outreach, training and education.
- Review and update processes annually.
- Hire, train and retain the right talent.
- Take CLP's culture/approach to promote person-centered care with professional oversight.
- Develop Community Resource List.
- Training program developed and executed for all Options Counselors and Case Managers to successfully implement CLP.
- Update IRIS's content.
- Eliminate the "wait" list.
- Update marketing material to reflect CLP.
- Develop policies/budgets for executing funds derived from private pay ventures and/or diversifying funding streams.
- Develop and execute a marketing plan.
- Contract with and successfully execute a Managed Care Partnership.
- Deliver effective programs and services to fill the gaps.
- Stay in tune with political, social and psycho-demographic changes and trends and pilot new initiatives.

FIVE YEAR GOALS

- Ensure organizational effectiveness through leveraging of technology and other workplace tools and resources; the development and implementation of business systems and processes; and the management of current and future talent.
- Lead the shift to Community Living Program.
- Decrease dependence on State and Federal resources for funding needed programs and services.
- Assure programs and services are comprehensive and responsive to the diverse and changing needs of communities and the preferences of older adults/individuals with disabilities and those who care about them.

LONG-TERM OUTCOME

Older adults, individuals with disabilities and caregivers have options for a better quality of life, where livable communities promote aging in place for people of all abilities.

Measuring success: To ensure long-term, continued success, we will take a balanced approach focusing on measuring outcomes in four key areas: Services, Stakeholders, Financial and Learning and Growth.

