



# Davidson County Senior Centers A Four Year Strategy: 2011 - 2015

January 2011

# Introduction

## Davidson County Senior Centers Strategic Plan Overview

At the Davidson County Department of Senior Services (DCDS) Advisory Board Meeting on March 15, 2010, Blair Barton-Percival, Assistant Director, Area Agency on Aging, presented the intent and purpose of completing a Strategic Plan for DCDS. Information was presented during this first meeting showing components of Strategic Planning including, Vision, Mission, Goals, Objectives, Strategies and Actions, and an overview of the process. Tools to help make informed decisions were also provided: 1. the number of adults 60+ in Davidson County; 2. a map showing the concentrations of older adults in Davidson County; 3. and a spreadsheet entitled “Davidson County Vision and Strategic Plan for Services to the Elderly for 2010,” previously created by the Davidson County Planning Committee in 2008. It was decided that the process would actually begin at the May meeting and would continue for two to three consecutive meetings.

To begin the May 10 meeting, Blair, the process facilitator, explained the process of Strategic Planning by using the metaphor of a road trip. He compared the goals to a destination, strengths to tools, challenges to roadblocks or detours, and partners to supports. He asked the group about their own experience with road trips, such as how long the trip took, what type of vehicle was used, what preparations were made, and what tools were used. He also asked the group to think about what challenges were presented along the way. Strategic planning for Senior Services is comparable in that you want to get from point A to point B, and a plan must be made to get there, with challenges and changes along the way. Blair facilitated a discussion of the following points, continuing to use the metaphor of taking a road trip.

- ⇒ Who is Driving? There is no one person or program, but a combination of a lot of people and factors, such as geography, funding, etc.
- ⇒ Describe your Destination – participants were asked to chart responses and notes be taken. For demonstration purposes, a target of a 10-year period was used, and the group was asked to think about what they would like a “perfect world” to be for seniors.
- ⇒ Check Map – Think About the Future – What tools and supports will be required to achieve the goals set?
- ⇒ Check Your Vehicle and Know Your Supports: The group identified their partners in the community.

# Introduction

On June 21, the PTCOG AAA facilitator continued the Strategic Planning process. Dorian Fredrickson, PTCOG AAA Regional Long-Term Care Ombudsman, also attended.

The group was divided into four groups of four people, and poster paper and markers were given to each group. Each group made a list of Senior Services strengths and another list of challenges that might be presented in the future. The lists were then posted and discussed by the entire group. A list was also developed of the goals or destination people wanted Senior Services to pursue. After the strengths, challenges, and goals were discussed, all participants had the opportunity to place marks beside the goals they felt were most important. Everyone had five 'votes' by which to express their thoughts on which items are most important.

The DCDS Advisory Board members present during at least one session: Martha Nicholson, Chairperson, Rev. Lamar Moore, Betty Nifong, Fred McClure, County Commissioner, Ann Corn, Jewel Manning, Margie Starkes, and Linda Hunt. The DCDS staff present was Thessia Everhart-Roberts, Carol Cockerham, Angelia Chappell, Melissa Swink, Amanda Parris, Angela Miller, Angela Kimsey, Stefanie Poore, Rodney Queen, Sabrina Orman, and Doug Duffey. The PTCOG AAA staff present was Blair Barton-Percival and Dorian Fredricksen.

***Summary and presentation of final documents completed on July 12, 2010. DCDS Advisory Board will develop a timeline and evaluation criteria to determine their progress.***



# Strategic Planning Overview

## "Road Trip"

In order for any organization to be successful, there needs to be a roadmap for success. The best plans and ideas without execution are just simply plans or ideas and they do not result in any positive changes. Davidson County Senior Services has taken the first step toward looking ahead, anticipating change, and developing a strategy to proactively and successfully meet the needs of the growing senior population in the county. The work does not end here! The key to having the plan work is a commitment to seeing it through with sound implementation. It is important for the DCDS board to revisit the strategic plan on a regular basis, make modifications if needed, and to keep on track toward achieving the mission: "Our mission is to support, assist, and advocate for older and disabled adults and their families by offering an evolving array of programs and services to meet their present and future needs regarding their well-being, independence, involvement in their community, and the ability for them to remain in their own home."

Goals / "Destination"	Votes
New Senior Center in Thomasville	12
Decrease / No waiting list for programs	11
More socializing opportunities offered to homebound people	8
Health promotion and disease prevention	7
Finances / affordability / funding	6
Mobility – improved accessibility to programs & services for those with disabilities	6
Increase participation at senior center programs (greater transportation options)	5
Aging in place – remain independent and living in the community	5
Communication / technology	4
Services are affordable and accessible (greater transportation options)	4
Realizing the value of being senior friendly and helping to meet senior's needs	3
Affordable medical insurance	3
Closer together – less distance to travel for programs and services	1
Mixed residential and business communities (open space planning – senior friendly)	1
Advocating for seniors	1
Affordable housing options	0
Affordable prescription drugs	0
Increase size of Lexington center (ex. swimming pool, coffee shop, smoothie bar)	0

# Strategic Planning Overview

## "Road Trip"

continued...

### Strengths / "Tools"

- ⇒ DCDS Staff
  - ◇ Strong Leadership
  - ◇ County Support
  - ◇ Dedication and experience of staff
  - ◇ Compassionate and caring staff
  - ◇ Education and professional development
  - ◇ Available to consumers
  - ◇ Agency has good history and reputation
  - ◇ 25% of seniors in Davidson County access services through Senior Services
- ⇒ Location and facility (Lexington)
  - ◇ Easy to get in and out of
  - ◇ More centrally located than previous location
- ⇒ Programs & Activities – “one stop shop for many programs and services”
  - ◇ Nutrition routes and sites: 20 routes & 5 congregate sites
  - ◇ Health & wellness programs
  - ◇ CAP (Community Alternatives Program)
  - ◇ In Home Aid
  - ◇ Other classes & services
- ⇒ Public transportation
  - ◇ To get those who have dropped out of services
    - ⇒ Volunteers
      - ◇ To make meal program available
      - ◇ Allows staff to work on other projects
      - ◇ As of June 2010 – 455 active volunteers
    - ⇒ Community support
      - ◇ Current and potential partners (ex. Life Center, Hospitals, The Dispatch)
      - ◇ County Board of Commissioners
    - ⇒ Clients and participants
      - ◇ Healthy and engaged
      - ◇ Confident in quality of services offered by DCDS

# Strategic Planning Overview

## "Road Trip"

continued...

- ⇒ Strong advisory board
  - ◇ 9 members
  - ◇ Active participation
  - ◇ Diverse membership
  - ◇ Cooperative
- ⇒ Financial support
  - ◇ Local, State, Federal
- ⇒ Senior Tar Heel Legislators
- ⇒ Outreach and marketing

### **Challenges / "Roadblocks"**

- ⇒ Coordinating with area businesses
  - ◇ Private industry
- ⇒ Coordinating with other county departments
- ⇒ Recruiting volunteers
  - ◇ Private sector
- ⇒ Economy
  - ◇ Growing waitlists (CAP DA)
  - ◇ Increasing unemployment rates
  - ◇ Increasing gas costs
  - ◇ Greater need for services by seniors because of weak economy
- ⇒ Funding
  - ◇ Medicaid (losing funding for services)
  - ◇ Lack of additional dollars to expand current programs or develop new ones (Ex. Friendly Visitor)
- ⇒ Weak marketing to the following for CAP DA and In Home Aide services:
  - ◇ Doctors
  - ◇ Hospitals
  - ◇ Reaching to those who fall between the cracks (ex. Minorities)
  - ◇ Boomers – marketing to younger seniors

# Strategic Planning Overview

## "Road Trip"

continued...

- ⇒ Transportation
- ⇒ Large rural county
  - 10 largest land area county in NC
- ⇒ Thomasville needs new facility
- ⇒ People are resistant to change
- ⇒ Rapid growth of senior population
- ⇒ Equipment and space needs
- ⇒ Future uncertainties
  - ◇ Health care reform (seniors are working longer to maintain health care benefits)
  - ◇ Unaffordable co-pays
  - ◇ Confusion of insurance industry
  - ◇ Medicaid coverage
  - ◇ Medicare cuts to hospitals

### Partners / "AAA"

Health Department  
Cooperative Extension  
DSS  
Transportation  
Home Health Agencies  
Pastors Pantry  
Hospitals  
Doctors Offices  
Faith Community  
VA Services  
Medical Ministries  
Legal Aide  
Recreation Departments  
Civic Organizations  
Sheriff's Department  
Urban League  
Cancer Services

Volunteers  
Businesses  
Board of Commissioners  
Greater Lexington Ministries Association  
Liberty Baptist Association  
EMS  
The Life Center  
Crisis Ministry  
Angel Food Ministry  
PTCOG AAA  
NC DAAS  
Vocational Rehab  
SHIIP  
NC BAM  
Mental Health  
Hospice

# Strategic Priorities

# 1

**Goal: Reinstatement of a Friendly Visitors Program in the county**

Strategic Priority	Responsible Party	Time Line	Status
A. Determine if there is an existing friendly visitor program operating in the county. Check with NCBAM.	Angela Miller	May 2011	
B. Determine county-wide needs by speaking with representatives of Sheriff Dept., Meals on Wheels, Home Delivered Meals, 911 communications	Angela Miller	May 2011	
C. Look at other agencies that could take on program or that we could coordinate with to offer.	Angela Miller	May 2011	
D. Other			

# Strategic Priorities

# 2

## Goal: Transportation to Special Activities and Senior Centers

Strategic Priority	Responsible Party	Time Line	Status
A. Plan Surveys for seniors need for transportation to special activities and programs	Rodney Queen Angelia Chappell		
B. Have representative serve on Transportation Advisory Board advocate for need for transportation to the centers for programs other than Congregate Nutrition.	Thessia Everhart-Roberts Liz Wilder		
C. Research Funding options for additional transportation. i.e. Grants.	Carol Cockerham		
D. Research the possibility of employees and/or volunteers obtaining CDL's to assist in transportation needs.	Doug Duffey		
E. Other			

# Strategic Priorities

# 3

## Goal: Health Promotion and Disease Prevention Programs

Strategic Priority	Responsible Party	Time Line	Status
<p>A. Complete a Health survey with seniors and staff for their perception of senior center health promotion programs.</p> <p>Create online survey through Zoomerang.</p> <p>Distribute to senior email list and hard copies to seniors at centers</p>	<p>Cameron Hartwell Angela Kimsey Angelia Chappell</p>	<p>May 2011</p>	
<p>B. Work with Health Director in January of each year to determine disease rates in Davidson County. Use this information to develop HP &amp; DP seminars/ screenings.</p>	<p>Angela Kimsey</p>	<p>Each January beginning 2011</p>	
<p>C. Review programs which are currently held or planning to do in falls prevention/balance &amp; fitness.</p> <p>Hold a matter of balance class 2x per year.</p>	<p>Angela Kimsey Cameron Hartwell Angelia Chappell</p>	<p>On-going</p>	
<p>D. Coordinate a program/ screening for Air quality and COPD.</p>	<p>Stefanie Poore Rodney Queen</p>	<p>Annually 2011-2015</p>	

# Strategic Priorities

# 3

continued...

## Goal: Health Promotion and Disease Prevention Programs

Strategic Priority	Responsible Party	Time Line	Status
E. Offer a program on Medication Education	Stefanie Poore Rodney Queen	Annually 2011-2015	
F. Offer a program on Flu Shot education. Coordinate with Health Dept.	Angela Kimsey Rodney Queen	Annually 2011 – 2015	
G. Work with hospitals for educational topics/classes. Make list to use in coordinating educational program for the year.	Stefanie Poore Rodney Queen	Annually January each year	
H. Coordinate a program about Alzheimer's	Stefanie Poore Rodney Queen	Annually 2011-2015	
I. Nutrition - offer program on reading labels.	Stefanie Poore Rodney Queen	Annually 2011-2015	
J. Other			

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