Communities Caring for Elders

Como Park/Falcon Heights Block Nurse Program
strategic plan

2019-2023

Adopted by the Board of Directors: July 9, 2019

Mission

The Block Nurse Program links older adults in the Como Park/Falcon Heights area with community resources, using staff and volunteers. Our services support independence, increase opportunities for socialization, and promote safety for adults as they age.

Organizational Niche

The Como Park/Falcon Heights Block Nurse Program (CPFHBNP) has many characteristics that, when combined, make it unique in the field of community-based services to older adults. CPFHBNP is:

- Neighborhood-based
- Relationship-based
- Client/person-centered
- Continuum of services and activities
- Partnership and collaboration

Service Population

The Como Park/Falcon Heights Block Nurse Program (CPFHBNP) exists to serve the needs of older adults in the context of their families and communities. Thus, the CPFHBNP identifies its service population as:

- Older Adults (primary)
- Caregivers (secondary)
- Community connectors (tertiary)

Core Values

Choice

We respect the dignity and autonomy of those we serve to choose to remain in their homes and communities in which they live and love.

Inclusion

We commit to services that are effective, compassionate, and inclusive of all, regardless of ability to pay.

Quality

We put our clients first and our program quality is based on our demonstrated commitment, integrity, and credibility in our service communities.

Whole Person

We honor the needs and desires of the whole person, in the context of his or her family, caregivers, and community.

Whole Community

We are good neighbors that believe our communities wish to support their older neighbors, that collaboration is essential, and that older adults are key contributors to healthy communities.

Vision 2023

The Como Park/Falcon Heights Block Nurse Program (CPFHBNP) is known throughout its community as a good neighbor that welcomes, honors, and engages older adults in opportunities and activities that encourage health, wellness, and community contribution. Through community partnership, CPFHBNP provides client-centered, family-supported, and neighborhood-based supports that interrupt social isolation, honor diversity, and are responsive to the changing needs of older adults. CPFHBNP is a collaborative leader in supporting and promoting block nurse programs as effective, relevant, and dignified options of care. CPFHBNP celebrates, encourages, and supports each older adult's decision to live, learn, and play in the community of their choice.

Strategic Areas of Focus

A. Board Capacity-Building
B. Outreach/Broadening Community Support and Involvement
C. Programming
D. Data and Needs Assessment
E. Fundraising
F. Administrative Capacity

Strategic Areas of Focus, Outcomes, and Strategies

Board Capacity-Building

Outcome One

The CPFHBNP Board of Directors actively engages in governance activities that assure the relevance, viability, and sustainability of the program.

Structure: Board development sessions at regularly scheduled and special board meetings.

Strategies:

A. Engage in board training on governance roles and responsibilities by: September 30, 2019
B. Address board decision-making and separation between the role of the board and role of the staff by: September 30, 2019.
C. Expand the number of quality board members through developing and implementing a strategic board member recruitment, orientation, and development process by: September 30, 2019
D. Ongoing governance development and support as requested.

Outreach/Broadening Community Support and Involvement

Outcome Two

CPFHBNP increases its visibility through strategic partnership, community support, and engagement of its communities in activities and opportunities that lift-up and support older adults.

Structure: ED/Staff

Strategies:

A. Identify 1-3 strategic partnerships that are needed to provide a continuum of support, education, and activities for community elders by: <u>December 31, 2021.</u>
B. Asset Inventories are developed and distributed at community events for the purpose of matching volunteers to volunteer opportunities by: <u>December 31, 2019.</u>
C. Add volunteer opportunities to current postings in local media by: <u>March 31, 2020.</u>
D. Launch a pilot project to explore and secure insurance provider reimbursement for community classes and services by: <u>December 31, 2021</u>

Structure: Board, in concert with ED, and Community Members, as applicable.

Strategies:

E. Create and implement a plan to increase public knowledge of relevant issues and awareness of CPFHBNP programs and services by: <u>December 31, 2019.</u>
F. Pathways are in place for community members to become board member candidates by: <u>December 31, 2019.</u>
G. Increase partnership with community churches that are committed to supporting, promoting, and participating in our programs and organization through provision of space and volunteers by: <u>December 31, 2022.</u>
H. Structures/systems are in place that increase support from local businesses and organizations by: <u>December 31, 2022</u>.

Programming

Outcome Three

CPFHBNP expands its current programs or increases its existing services in alignment with available resources.

Structure: ED/Staff

Strategies:

A. Conduct research on the feasibility of expansion in the areas of multi-generational and dementia programming by: <u>March 31, 2020.</u>
B. Seek and secure funding to support program expansion by: <u>March 31, 2021.</u>
C. Institute new programs as funds are secured by: <u>March 31, 2022.</u>
D. Seek and secure funding to expand currently existing core services by: <u>March 31, 2021.</u>

Data and Needs Assessment

Outcome Four

CPFHBNP has current and relevant data on the changing and emerging needs of its industry, service communities, and its service population.

Structure: Board, in concert with ED/Staff

Strategy:

A. Develop a plan to identify data sources, data points, and a structure to collect, analyze, and how to use the data collected by: <u>September 30, 20</u>20.

Structure: ED/Staff

B. Use the data gathered to inform planning, programming, and fundraising by: <u>September 30 and ongoing.</u>

Fundraising

Outcome Five

CPFHBNP has a diversified base of funds to support its programs, staff, and operations and to invest in its future sustainability.

Structure: ED/Staff

Strategies:

A. Increase GOS by 20% over three years by: <u>December 31, 2023.</u>
B. Identify and apply for two new funding sources for GOS and programs by: <u>December 31, 2020.</u>

Structure: Board/ED

Strategies:

C. Develop tools and increase Board involvement in:
    a. Annual appeal by: <u>November 1, 2019, 2020, 2021, and 2022</u>.
    b. Give to the Max by: <u>October 1, 2019, 2020, 2021, and 2022.</u>
    c. Employer/employee matches by: <u>December 31, 2020.</u>
    d. Corporate/individual giving by: <u>December 31, 2020.</u>
    e. Bi-annual donor appeal by: <u>Annual meeting, date TBD</u>.
    f. Transfer of assets/stock by: <u>December 31, 2019.</u>
D. Develop tools/templates for Board engagement and support in fundraising:
    a. Endowment by: <u>December 31, 2023</u>.
    b. Planned giving added as an option for donors: <u>December 31, 2019.</u>
    c. Letter campaign by: <u>October 15, 2019.</u>
    d. Board members making the "ask" and opening doors to resources by: <u>September 30, 2019.</u>
E. Increase partnership with community churches that are committed to financial support by: <u>December 20, 2022</u>.

Administrative Capacity

Outcome Six

CPFHBNP increases its administrative capacity through expanded use of technology and collaboration with LAHN network and Block Nurse Programs.

Structure: Board in Concert with ED/Staff, Community Members and Technology Consultants, as needed and applicable.

Strategy:

A. Assess technology needs, choose software, and create implementation plan by: <u>December 31, 2021.</u>
   a. Gather business requirements
   b. Research and select software
   c. Train staff on new software

Structure: Board in Concert with ED/Staff, LHAN and Block and other Block Nurse Programs, as applicable

Strategy:

B. Explore options and secure opportunities to increase collaboration with LHAN and Block Nurse Programs by: <u>December 31, 2023.</u>
   Opportunities include, but are not limited to:
   a. Employee benefits
   b. Sharing hours/employees across BNP's
   c. Group purchasing
      i. Supplies
      ii. Liability insurance
      iii. Technology equipment
   d. Sharing administrative functions
      I. Accounting, phones, etc.
      II. Advocacy, cost of services
      III. Maximizing revenue opportunities