

Senior Services, Inc. Integrated Strategic Plan

October 28, 2010

Senior Services, Inc.



Meeting the need – yesterday, today ... and tomorrow

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Mission, Vision, Values

Senior Services promotes the well being of older Adults through the provision of services and opportunities in the areas of Information and Assessment, Personal Enrichment, Community and Home Based Services, and Behavioral Health. With over 47 years of service to seniors and their families, our mission has remained unchanged. We accomplish this through the support and expertise of our caring professional staff and volunteers.

Our Mission

To enhance and promote the independence and well-being of older adults, adults with disabilities and those who care for them.

Our Vision

To be a leader in providing innovative and quality services to older adults, adults with disabilities and their caregivers in Southwest Michigan.

Our Values

Advocacy

- Acting on behalf of the most vulnerable

Collaboration

- Working with others to meet community needs

Compassion

- Treating our consumers with respect and dignity

Diversity

- Reflecting our community's diversity and culture in all aspects

People

- celebrating the contributions of staff and volunteers

Stewardship

- Using our resources wisely and effectively

Background and Process

In 2010, Senior Services, Inc. celebrated forty-seven years as a primary provider of in-home and community services for older adults, caregivers and the disabled. Over almost five decades, we have grown to provide specific programs covering a five county region. We offer twenty-one different community based and in-home support services to more than 10,000 older adults each year. After more than four decades of service and advocacy on behalf of older adults, our philosophy and mission remain unchanged; to enhance and promote the independence and well-being of older adults and the disabled and those who care for them.

Senior Services, Inc's existing Strategic Plan ran from the fall of 2005 and, with continuing reviews and resolutions, through the end of 2009. The Strategic Plan presented here is reflective of the continuing process through 2010 to achieve the next milestone in our Planning. This is a process that Senior Services, Inc. employs to insure that our Strategic Initiatives and the Plan itself reflect the ongoing changes in our environment.

Faced with the most challenging economic downturn in decades, Senior Services, Inc. began a planful journey towards addressing many factors facing this organization and the people we serve.

Foremost in the planning process was the realization that as our agency struggles to meet the needs of an increasing population of vulnerable clients, we also need to be even more creative in accomplishing our mission. During the term of this new plan we will be challenged as never before to change and adapt as we continue our proud tradition of leadership and innovation.

Prior to the development of the Strategic Plan, efforts were incorporated to analyze our existing services, consider the addition of new business ventures, assure program and staff success, reduce stress caused by the economic uncertainty, enhance excellence in service delivery, promote coordination with other agencies, increase customer satisfaction and stabilize the agencies financial future.

In the process of developing this plan we involved input from our stakeholder groups the Senior Services, Inc. staff, the Administrative Team, the Board of Directors of Senior Services, Inc. including the Executive Committee, the Finance Committee, the Fund Development Committee, the Human Resources Committee and our Human Resources Specialist. In addition, community input received from previous plans was reviewed and affirmed. Results of current satisfaction surveys by consumers in all programs areas were submitted and analyzed by our Quality Assurance/Quality Improvement Committee.

Environmental Assessment

A review of key events in the environment impacting Senior Services, Inc. revealed issues in three primary areas:

External—Key external events were examined, including uncertainties caused by economic instability with the State of Michigan experiencing unprecedented deficits extending into the next five years. Actions by community funders were reviewed as well, with Senior Services, Inc. experiencing reduced funding (grants) from the Greater Kalamazoo United Way due to campaign shortfall. The Area Agency on Aging has also eliminated funding to several Senior Services, Inc. programs due in part to their diminished ability to fund services and in greater part due to their decision to move funds to their own self-operated programs.

Target Populations— Indications are that the need for services to assist older adults will continue to dramatically increase over the next several decades. The current difficult economic situation will exacerbate this phenomenon. The older adult population is the fastest growing group in the United States, with those 85 years of age and older increasing the most rapidly. This increase in longevity will result in escalating demands for services. Other changes to the demographics of seniors include the “baby-boomers” who are now entering “senior” status, and who will demand and require a different set of services, options and choices. The scope of Senior Services, Inc. and an increasing need to meet the needs of these diverse populations are reflected in the Strategic Initiatives in this plan.

Internal and Infrastructure—Resources in seven program areas have suffered funding losses in the current year. Our capacities and expertise remain strong, with initiatives planned for new business ventures to assure program success, and enhance excellence in service delivery. Our leadership in the aging community will be called on more in the near future as we continue our success in promoting coordination with other agencies, increase customer satisfaction and serve to stabilize our agency’s financial future.

The leadership challenge to Senior Services, Inc. is to confront these phenomena with a plan of action, both to safeguard the well being of our constituents, and to ensure our adaptability and readiness as an agency to move successfully forward.

Guiding Principles and Assumptions

In the development of this Plan, we first analyzed our existing services then reviewed enhancements to our present programs to meet the needs of an increasing population of vulnerable clients in this period of economic uncertainty. We further committed the agency to enhanced excellence in service delivery, support for our employees, increased customer satisfaction and the critical necessity of stabilizing our organization's financial future.

The following Guiding Principles were established at the start of this process:

- Support our mission and our core functions
- Maintain the capacity to serve our clients; especially those who are most vulnerable
- Link decisions to the agency's Strategic Plan
- Utilize an open and transparent process throughout the development of this plan
- Explore opportunities to improve our agency and diversify its funding
- Work to protect our staff and their families
- Identify and implement additional efficiencies wherever possible
- Utilize a SWOT analysis to evaluate the Strengths, Weaknesses, Opportunities, and Threats for our agency

Decision Making Guidelines

The following guidelines were established in the spring of 2010 in initial meetings to begin our next integrated strategic planning for the coming three years, to:

- Assure that those clients in greatest need are prioritized
- Focus all decisions on the Mission, Vision and Values of the organization
- Be open and transparent in the planning process and seek input from all leadership staff (Administrators and Program Managers)
- Share information, as appropriate, to assure that all staff receive timely, adequate, and accurate information without undue stress
- Set goals based on where we want our agency to be after the economy recovers, not on the short-term challenges that face us at any one time

Senior Services Strategic Initiatives

STRATEGIC INITIATIVE: 1. Develop, maintain and modify programs and services based on identified consumer need.

STRATEGIC INITIATIVE: 2. Build Revenue Producing Programs & Services to Meet Community Need

STRATEGIC INITIATIVE: 3. Enhance Technological Capabilities

STRATEGIC INITIATIVE: 4. Maintain and Enhance Senior Services Facilities

STRATEGIC INITIATIVE: 5. Fully Implement Fund Development and Planned Giving for the Organization

STRATEGIC INITIATIVE: 6. Reflect diversity at all levels of the organization.

STRATEGIC INITIATIVE: 7. Develop leadership within the organization through building employee excellence and providing professional development.

STRATEGIC INITIATIVE: 8. Ensure equitable compensation for staff.

STRATEGIC INITIATIVE: 9. Enhance Marketing and External Communication

STRATEGIC INITIATIVE: 10. Enhance Internal Organizational. Communication

STRATEGIC INITIATIVE: 11. Evolve our model of service delivery to meet future needs.

STRATEGIC INITIATIVE: 12. Build Strategic Partnerships to accomplish targeted future growth and direction.

STRATEGIC INITIATIVE: 13. Develop Continuity of Operations plans to prepare for potential business interruptions