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AGING SERVICES COLLABORATIVE

RETREAT SUMMARY REPORT

OCTOBER 2008

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OCTOBER 10, 2008

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LIFECOURSE STRATEGIES

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Aging Services Collaborative Retreat Summary Report

A follow-up meeting to the first Aging Services Collaborative (ASC) Retreat (held August 15, 2008) was held at the Joyce Ellington Library in San Jose, California on October 10, 2008. Three outcome goals framed the planning session: (1) To approve ASC's final Mission Statement; 2) To define ASC leadership and organizational structure; and 3) To identify the criteria, process, and timeline for establishing ASC priorities and work plan. The following summary provides an overview of the Retreat process.

I. Revisiting the August Retreat

A. *Reviewing the Mission Statement*

Following attendee introductions and a review of the meeting agenda, retreat participants were given a list of questions (ASC member input) regarding the August retreat outcomes to frame the follow-up retreat agenda:

- How broad do we want the scope of the ASC to be?
- What are the roles, responsibilities, and meeting schedule of ASC's new organizational components? How do they differ from the previous ones?
- What must we accomplish in the next year? Next 3 years?
- How can we guarantee active participation, establish priorities, and grow ASC's influence and leverage?
- How will we guarantee funding?

Participants then launched into the work of the meeting by addressing the following issues raised by the newly revised draft Mission Statement (see box below):

- What kind of leadership?
- How do we accomplish it?
- How big is our scope?
- What do we mean by "building capacity"?

Draft Mission Statement

The ASC is a consortium of organizations and individuals working together to provide leadership and build community-wide capacity to support, maintain, and promote the well-being of older adults and their caregivers in Santa Clara County.*

Participants responded to these issues beginning with defining the actual size of the Collaborative. Consensus was the Collaborative would not have a specific number of members but rather would be comprised of individuals and organizations supportive of the mission of the ASC. Most participants felt the membership should stay the same size, approximately 80 members total. Similarly, the group felt the total number of active members (e.g., those

* ASC member feedback recommended adding the word "individuals" to the new Mission Statement.

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assuming an active committee or functional role) – about 40 should also stay the same. Last, the group supported continuing with the same diverse membership makeup of the Collaborative, while acknowledging that some new organizations would join based on the selection of priorities.

Deconstructing parts of the Mission Statement, to better understand it, participants identified the following descriptors for the statement's reference to *building capacity*:

- Expanding a more effective system of services through integration
- Accountability (*through membership and a shared Mission*)
- Identification of key issues and opportunities for organizational advancement
- Promoting broader systems change and best practices

Attendees interpreted *leadership* contained within the Mission Statement, as:

- raising awareness;
- speaking with a common voice;
- supporting new leaders in the aging field; and
- sharing a unified vision and direction for promoting the well-being of older adults and their caregivers in Santa Clara County.

Several participants noted that *raising funds for the Collaborative* as well *advocating for funding* for specific initiatives in the community *equally represented a core component of the mission of the ASC*. Note: participants agreed to refine the final wording of the Mission Statement (see box below):

Final Mission Statement

The ASC is a consortium of organizations and individuals working together to provide leadership and to build community-wide capacity to support, maintain, and promote the well-being of older adults and their caregivers in Santa Clara County:

B. Refining the Proposed Executive Leadership Committee

Participants were subsequently asked to review the proposed organizational structure of the ASC, beginning with the Executive Leadership Committee. A recommendation was made at the outset to drop the word *Leadership* from the name, to acknowledge that all members of the Collaborative were leaders. Hence, the committee was renamed *Executive Committee*.

Next, the group decided the Committee would be relatively small in size, **9-12 members**, and would **meet monthly** until it was determined that a bimonthly schedule would be appropriate. Participants recommended the original group of active members, which helped form the ASC and provided leadership its first year, would represent the initial **core membership** of the revised Executive Committee. The core group includes: **Council on Aging Silicon Valley, City of San Jose Office on Aging, The Health Trust, Catholic Charities, and Santa Clara County Aging**

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& Adult Services. Last, participants agreed the finalized Executive Committee would be comprised of the core group *plus representatives from the priority area work groups (to be determined), community stakeholders, and representatives from business groups, diverse populations, cities outside of San Jose, healthcare organizations, and other County departments.*

After discussing the purpose and responsibility of the Executive Committee, participants agreed on the primary responsibility of the committee – to facilitate the functioning of the larger Collaborative, that is, to act as the decision making body, set policy, etc. Below are **several key tasks of the Executive Committee approved by participants:**

- Set policy and meeting agenda for the ASC
- Oversee strategic planning and priority setting process and annual work plan development/approval
- Set budget for ASC administration (note: the budget must cover ASC staff support)
- Select lead agency for ASC staff support
- Raise funds for ASC operations
- Raise funds for ASC projects
- Evaluate effectiveness of ASC
- Promoting visibility of the Collaborative in the community

The group further **recommended two co-chairs be appointed or elected to provide leadership for the work of the ASC, chair the ASC meetings and oversee the Executive Committee.** An ad hoc group or subcommittee will be formed to develop Executive Committee By-Laws (e.g., the terms, election procedures, etc.).

To facilitate final formation of the Executive Committee, participants **agreed to the following next steps:**

1. Scheduling a **Transitions Meeting** with representatives from the 5 core organizations (*Council on Aging Silicon Valley, City of San Jose Office on Aging, The Health Trust, Catholic Charities, and Santa Clara County Aging & Adult Services*) plus one active member of the former action team (*Beverly Aabjerg, On Lok, Inc.*) to address formation of the EC sometime this **November**. Members will be asked to bring names of additional members that represent business leaders, consumers, health care, county government, and cities outside of San Jose. The final membership list will be circulated for comment by the ASC.
2. **Transitions Meeting agenda** (Lori Andersen to organize) to include:

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- a. **Identification of new members** (in addition to representatives from the yet to be determined work groups), focusing on consumers/stakeholders representing diverse geographic, racial, and ethnic communities as well as representatives from the City Association (rotating basis), business, and healthcare organizations, etc. It was suggested that we ask the ASC members for feedback on which organizations would be preferable.
- b. Development of a **process for finalizing full Executive Committee membership** and **developing the By-Laws** and next steps for identifying ASC priority area goals and the ASC work plan.
- c. **Selection of several data and report summaries** that address the intersection between identified community needs/initiatives and older adults and their caregivers in Santa Clara County. The full Executive Committee will use the selected reports in determining the ASC's specific priority goal areas (*Teddy Daligga to compile the full list of data/report summaries and send them to Transition Meeting participants in advance of the November meeting*).

C. Refining the Proposed Resource Consulting Team Component

Participants tackled the Resource Consulting Team component by first proposing a name change – the **Consulting Council**. Participants then discussed the Council's function, as well as size, makeup, and meeting schedule. The group agreed with the **Council's primary role of providing ad hoc consultation to the ASC and its Committees or work groups on selected priority areas**. Members would be tapped as content experts; likely several times per year depending upon the needs of the ASC. Retreat participants also recommended the Council advise the Collaborative in other areas, as determined by the Executive Committee, such as **policy, legislation, and advocacy**. The ASC would also communicate with the Council members to keep them informed on issues of importance to the aging network.

Regarding size and makeup, the Council would be larger than the Executive Committee and be **comprised largely of executive level representatives from member organizations, but not restricted to local experts**. Members would be invited to participate and their role defined with clear expectations. The full Council would **meet annually** and would be managed by the Executive Committee. Participants underscored the importance of crafting this particular structural component thoughtfully and flexibly to optimize Council member participation.

D. Discussion of the Overall ASC - Collaborative

The group agreed the following **three goals defined the overall purpose of the ASC**:

1. To **support the work of the Collaborative** (as defined in the annual work plan);
2. To **promote learning** via educational and best-practices presentations; and
3. To **facilitate networking** opportunities.

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Participants further clarified that the full ASC would meet quarterly to achieve the above ASC goals. Moreover, in light of the tremendous responsibility associated with organizing and managing a Collaborative, the group agreed the Executive Committee would have responsibility for developing the ASC member code of conduct and would assume oversight regarding membership fees and organization of the Collaborative newsletter and website.

II. Development of ASC Work Plan 2008-2010

The second part of the half-day retreat focused on identifying the elements necessary to develop ASC's Work Plan for 2008-2010. Central to the Work Plan is the selection of priority areas and accompanying goals. As previously noted, the Executive Committee will assume formal responsibility for developing the priority areas and goals; however, to assist the committee in their work, retreat participants were asked to work in teams to identify criteria for selecting priority areas. Below are the summary highlights of both teams' criteria recommendations:

Criteria for Selecting Priority Areas and Accompanying Goals

1. Areas broad in scope with potential for impact and relevance.
2. Areas that lend themselves to measurable outcomes and achievable milestones
3. Build on and leverage existing resources; attract participation of appropriate and capable members
4. Work benefits from the Collaborative and would not benefit without it.
5. Refrain from duplicating existing programs and efforts
6. Focus on areas that meet basic needs and address access (reduce need for system navigation) or transitions between systems
7. Financially viable and sustainable with the potential for cost savings
8. Meets needs of marginalized population – study needs (due diligence to identify evidence-based programs)

Regarding identifying a process and timeline for developing the ASC work plan – based on the priority areas – participants agreed the next step was to conduct the Transitions Meeting in November to proceed with finalization of the new Executive Committee. **Once formalized, the Executive Committee will participate in a future strategic planning session**, of some kind, to select the priority areas and accompanying goals, and the objectives, tasks, and timeframe – representing the overall ASC work plan – to support achieving the goals.

III. Conclusion

Participants worked diligently and productively throughout the retreat. As a result, all three retreat outcomes were achieved:

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1. An approved Mission Statement with clarification of the intent of the mission;
2. A defined organizational structure which includes an Executive Committee, a Consulting Council, Priority Area Work Groups, and the full Collaborative; and
3. An identified list of criteria for selecting priority areas as well as a proposed process for selecting the priority area goals and developing the ASC work plan.

Retreat participants sustained positive focus and momentum throughout the meeting. Their individual and collective participation in the process highlighted a shared commitment to advancing the important work of the Collaborative.

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APPENDIX A: RETREAT AGENDA

Aging Services Collaborative Retreat Agenda

October 10, 2008

San Jose, CA

8:30 a.m. – 1:00 p.m.

8:00 – 8:30 a.m.

Continental Breakfast

8:30 – 8:45 a.m.

Introductions and Retreat Overview

8:45 – 10:00 a.m.

Part I: Review ASC Draft Recommendations Feedback

1. *Mission Statement – approve final version*
2. *Development of Collaborative Leadership and Structure – name, membership/size, meeting frequency, breadth of role, and leadership (chairs) terms*
 - a. *Executive Leadership Council*
 - b. *Resource Consulting Team*
3. *Overall ASC Collaborative*
 - a. *Organizational Structure and Functional Role*
 - *Membership*
 - *Leadership*
 - *Communication Tools, etc.*
4. *ASC /Work Groups – discussion*
 - a. *Number and Type*
 - b. *Functional Role*
 - c. *Construction: leadership/co-chairs, process for election/appointment, etc.*

10:00 – 10:15 a.m.

Break

10:15 – 12:00 a.m.

Part II: Development of ASC Work Plan: 2008-2010

1. *How do we get there from here? – small team exercise (10:15- 11:00)*
 - b. *Establish Criteria for Selecting Priorities*
 - *Build on what's already been done*

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- *Evaluate available data resources on community needs and under-represented populations*
- *Examine countywide initiatives: input from AAA & other funders*
- c. *Define Process (Next Steps) and Timeline for selecting priorities and developing a work plan*

2. Report-Out Team Recommendations – *select, via consensus, criteria, process and timeline for establishing priorities and work plan (11:00 – 12:00)*

12:00 – 1:00 p.m.

Part III: Summary/Conclusion – Next Steps

- 1. Schedule ‘ELC’ meeting – November**
- 2. Confirm agenda for the first ‘ELC’ meeting (vote on recommendations)**
- 3. Share Retreat outcomes and recommendations with the ASC**
- 4. Propose meetings for priority setting process**

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APPENDIX B: RETREAT PARTICIPANT LIST

Beverly Aabjerg

Director, Marketing and Outreach
On Lok, Inc.

Lori Andersen

Director of Healthy Aging
The Health Trust

Marilou Cristina

Director, Older Adult Services
Catholic Charities

Sandi Douglas

Community Services Manager
Housing Authority of Santa Clara County

Todd Hansen

Acting CEO
The Health Trust

Lisa Hendrickson

CEO
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Christina Irving

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