

Vintage 2010-2012 Strategic Framework

Board Adopted 4/16/2009



Mission: To improve and influence the experience of aging in our community.

Vision: Vintage will be the model for senior wellness in community-based living.

Overarching Strategies:

- Lead the region in developing a high-quality model of comprehensive resources for the wellness of seniors
- Seek and engage in partnerships that promote wellness, support quality and strengthen the organization's capacity
- Substantially increase the base of individual givers, members and corporate sponsors with new strategies and enhanced communications
- Implement sustainability conditions that: preserve quality, maintain a core level of public support, stabilize the endowment, and create operational efficiencies

	Development/Marketing	Partnerships	Programs	Financial Sustainability
2012 Goals	<ul style="list-style-type: none"> • Increase in donor engagement is evident through individual giving. • 75% of regular program participants are members. • A planned giving program is in place. • Key communication materials are enhanced and underwritten by corporate sponsors. • The organization's online presence is well developed, accessible and actively used by participants, families, supporters and partners. • Informed and engaged relationships with the Foundation community have been maintained. <p>Responsible Committee: Development</p>	<ul style="list-style-type: none"> • The agency seeks, explores and engages in effective partnerships with other nonprofits, businesses, health organizations, educational institutions and neighboring organizations. • Partnerships are pursued which: <ul style="list-style-type: none"> ◦ Develop new models of senior wellness in community settings ◦ Build networks of additional services for participants while leveraging agency's core strengths ◦ Support high-quality services ◦ Expand the number of consumers served ◦ Promote agency capacity and financial sustainability <p>Responsible Committee: Programs & Partnerships</p>	<ul style="list-style-type: none"> • An integrated model of care is provided for at-risk seniors requiring adult day care and related services. • Vintage provides leadership in further integration of the chronic disease self-management model in senior services. • Vintage is an active leading partner in the Senior Center Transformation Project of the Area Agency on Aging. • The agency engages in academic collaborations that enhance agency capacity, develop new services and enhance program evaluation. <p>Responsible Committee: Programs & Partnerships</p>	<ul style="list-style-type: none"> • Flexibility of financial decision-making has been enhanced to accommodate a challenging and rapidly changing environment. • Use of the endowment is balanced between stabilizing the principal and strengthening the agency. • Operational efficiency is reviewed regularly by internal and external means and improvements are implemented. • Program sustainability decisions are dependent upon the ability to preserve high quality and a designated level of public support. <p>Responsible Committee: Finance</p>

2010 Targets

Development/Marketing

- Leadership is in place and core materials are developed for a planned giving program with in-kind technical assistance.
- Interested participants have been cultivated for an event providing planned giving information.
- Donor engagement is enhanced by new approaches and targets for: annual giving, membership, giving society, and memorial gifts.
- Newsletters and other internal media use photos & highlight participants and events, with increased distribution to families, sponsors and public.
- At least one corporate sponsor has been secured for a newsletter and additional potential sponsors identified.
- Creation of a signature event, which draws visibility and interest, is being explored.

Partnerships

- Partnership objectives and priorities for partnering are confirmed and selected potential partners engaged.
- Community breakfasts and other group approaches build initial interest with a variety of partners.
- The agency is more visible through regular staff participation in selected key local collaborative and state associations.
- Outreach strategies result in achieving adult day census and continued growth in senior center .
- A network of quality services for adult day care participants is being developed.
- Potential partners are identified for shared services to build capacity in development, marketing and government relations.
- Strategies, which align community development and senior wellness are being explored with neighbor groups.

Programs

- State and federal funding is explored for an integrated and sustainable model of adult day services for at-risk seniors (includes in-home, preventive care, housing).
- Potential partnerships are explored with long-term care institutions to provide their adult day care services.
- The chronic disease model continues to be integrated into senior services and further expansion is explored
- Each program is designed for maximum access by all Vintage participants.
- Potential research partnerships are explored with academic institutions focused on quality of life enhancements affecting seniors and meeting agency criteria.
- If reimbursement levels, grants and fund raising fail to meet financial goals, Vintage adjusts programs and space needs to maintain financial integrity.

Financial Sustainability

- Board is setting targets for core public support, evaluating funding changes and making recommendations to sustain programs based on maintaining quality services.
- Vintage advocates for reimbursement levels that support the delivery of high-quality services through participation in statewide and local associations and networks.
- The agency understands what efficiencies are working well and identifies target areas for additional improvements.
- Budget planning will offer flexible options to respond to a changing environment.
- Adjustments in adult day services scholarship support have been made due to limited funds.

Metrics/Resources

- No. of individual donors/Donations
- Membership rate
- Corporate sponsorships
- Family engagement
- Publications/distributions
- Website hits
- Planned giving commitments

Marketing Intern

- Program participation
- Increased/new sources of revenue
- Shared expenses
- No. of network partnerships
- Consumer satisfaction
- Visibility (web hits, referrals, calls)

Specific project support

- Program participation
- Increased/new sources of revenue
- Shared expenses
- No. of network partnerships
- Consumer satisfaction
- Visibility (web hits, referrals, calls)
- Nursing home admissions

Specific project support

- % of public support
- Endowment status
- Flexible budgeting
- Efficiency reviews
- Quality indicators
- Legislative contacts

External efficiency review of operations