

MINUTES

Council on Aging Strategic Planning Committee

January 4, 2021

Senior Center (Zoom Meeting)

230 Webster St., Marshfield, Ma 02050

The quarterly review for the Strategic Plan should be done in January, April, July and October.

ATTENDANCE: Dave Cheney, Carol Hamilton, Fred Monaco, Maureen Saunders and Barbara Van Houten.

CALL TO ORDER: The meeting was called to order at 10:24 am.

APPROVAL OF MINUTES: Maureen S. moves to approve the minutes of the meeting of November 23, 2020 and Fred seconds the motion. The motion passes.

DISCUSSION: This purpose of the meeting was to reevaluate the Strategic Planning Process. Many of our major goals and objectives are reaching a conclusion and we will need to revise the strategic plan (SP). We want to think about methodology as to how to develop a **new** comprehensive five year plan that suits our needs and gives us direction. Dave Cheney, Board Member will facilitate this second meeting which will build upon the first meeting. Dave explains that we are contemplating the processes we employ and the tools we use.

Dave stated that the last review of our plan was in August 3, 2020. Do we want to change or update anything? The objective is to assess our current strategic plan and planning process. We are in a dynamic environment and want to develop recommendations and then review those recommendations with the Board. The Committee went down the list to see if any of the methods such as a SWOT Analysis, Surveys, a Process Checklist, Evaluation Methods with Feedback Loop, and Peer Reviews are tools that we would consider. The Peer review would involve enlisting an expert from another organization or agency to help us evaluate our Strategic Plan. It was mentioned that it may be difficult for an outsider to interpret our internal goals and practices. Marketing was also a concern regarding mobilizing resources and expertise in order to properly market COA programs and services.

The Committee discussed accreditation in more depth. How does Accreditation interface with the Strategic Planning model? The Accreditation Committee met to discuss the NCOA letter of recommendations and also to come up with a plan as to how best to continue preparing for reaccreditation in 2024. NCOA is working on a new process which is expected to be released in June of 2021. Accreditation is currently still part of the Strategic Plan. Do we make it part of the process checklist in January? How do we best dovetail the Accreditation Committee's work into the Strategic Plan? Marcy Amore is the current chair. What is the best way for one committee to communicate with another committee? Particularly those committees that play a pivotal role in the Strategic Plan? One way would be to have a report from each committee of the COA or at least those that are an integral part of the Strategic Plan. The reason for pulling all of the information together is to make certain that everything is aligned. The SWOT analysis should be done annually as part of the checklist. You could involve as many as you want in the SWOT analysis, in part to enhance support.

In a Strategic Plan you have to consider the deliverables and think about the expectations. Another area is surveys which could be a big part of strategic planning. Why would we want to reach out to end users? If surveys are used by community leaders what are they thinking? Careful thought must be given as to who gets a survey. Potential people that will receive the survey could be seniors, pre-seniors, caregivers, other towns or other organizations. You can also learn from other communities and what data they have collected or what they have learned. Communication is important as is working together with other communities and organizations.

The annual checklist is important to make sure we touch on each item and think about lessons learned from the playbook. The Strategic Plan is a living document. The Committee also discussed other key sub committees of the

COA such as the Evaluation Committee which gives the COA feedback on programs and services. Carol suggested a written report be submitted from each “key committee” such as the Evaluation Committee. Dave asked about other ‘key committees” and the Accreditation Committee is another committee that will impact the Strategic Plan. The Age Friendly Committee has only met once because it is a new. But the Age Friendly and Dementia Friendly Initiatives will become more relevant as we delve into this work. The Governance Committee does play a role in Strategic Planning, as they are the group that has developed the Mission Statement and the Vision Statement, which gets reviewed every three years in conjunction with the Main Governance Policy.

The group discussed a peer review which is reaching out to others to review the COA’s Strategic Plan. One reason for a peer review is to see if we are missing anything? Typically you would recruit an expert to look at the plan. This is something we may want to consider. The town planner is a potential person that may be able to review the plan. A peer review should only take 1 or 2 hours and would provide an overview and not a deep dive into the plan.

We must think about key performance indicators, achieving our goals and thinking about the data. What tools are we using to evaluate these? This will take time and work. Dave proposes the idea of dashboards and spread sheets. We will take a more comprehensive look at these at the next meeting.

Summary

1. Objective - Following our November 23rd meeting, continue to:
 - a. Assess our current Strategic Plan(SP) process relative to our Mission and Vision
 - b. Identify any gaps, compared to our continued expansion plans
 - c. Develop recommendations for updating our SP process
 - d. Review with the COA board, for input and alignment
2. Meeting Outcome
 - a. Accreditation five-year recertification process – relationship to SP process
 - i. Background:
 1. Accreditation process is currently part of our SP plan
 - ii. Next:
 1. NCOA to issue recommendations June 2021
 - iii. Recommendation:
 1. Implement an annual formal communication process
 - a. Supporting committees issue written reports to SP
 - b. Documentation will formalize annual agreements with SP across all committees
 2. Identify communication points of contact between committees
 - a. For clear communication to SP committee
 - b. Five-year planning process - critique recommendations for enhancing our process:
 - i. SWOT analysis
 1. Background:
 - a. “Strength-Weaknesses-Opportunities-Threats” type workshops can be used to enhance our annual updates
 2. Status:
 - a. Agreed to recommend incorporating into annual process

- ii. Surveys
 - 1. Background:
 - a. Request feedback, on what SP should consider pursuing
 - b. Consider all customers, end-users, stakeholders
 - 2. Status:
 - a. Agreed to recommend developing and implementing a survey process as part of our annual SP update
- iii. Process checklist
 - 1. Background:
 - a. Use as a tool for developing and implementing our plan
 - b. A lessons-learned playbook of activities and deliverables
 - 2. Status:
 - a. Agreed to recommend the development and implementation as part of our annual process
- iv. Evaluation Committee
 - 1. Background:
 - a. Evaluation is part of accreditation process
 - b. SP continues to collaborate with Evaluation as part of a feedback loop
 - 2. Status:
 - a. Recommend that Evaluation issue a written report and request as part of SP's annual update
 - b. Consider requesting written reports and requests from other COA committees

c. Peer reviews, consider as part of our annual SP process

- i. Background:
 - 1. Utilize high-level peer reviews of our annual updates
 - 2. Request external input prior to final implementation
- ii. Status
 - 1. Recommend implementing an annual peer review

d. Existing tools – review for possible enhancements

- i. Tools:
 - 1. Spreadsheet, Dashboard, scorecard(kpi), minutes, Communication process
- ii. Next:
 - 1. SP committee will assess each in detail starting at our next SP meeting

3. Parking lot

- a. Clarity of interpreting our SP plans and activities
 - i. Can be a challenge to interpret plans for occasional users
 - ii. Consider a high-level summary of activities, deliverables

- iii. An executive summary that can be used for referencing across other related initiatives.
 - b. How to attract younger seniors to our center
 - i. ID why they are reluctant to use the center
 - ii. What are their needs, interests and concerns
 - 1. Consider as part of our SP 5-year plan
 - b. Marketing plan
 - i. Consider relevance to our SP
 - 1. Marketing activities typically are part of our plan
 - ii. Marketing initiatives may require SP support
 - iii. Issues with manpower, technology in our Marketing department
 - 1. Behind in our Marketing processes
 - iv. Consider referencing other successful marketing departments
 - 1. Duxbury Marketing
- 4. Board meeting update
 - a. Next:
 - i. Communication of our status, timing

Reference information

- 1. Background and our “cause for action”
 - a. Strategic planning process has not been updated since August 3, 2020
 - b. COA continues to evolve and expand its scope and resources
 - c. Our Five-year plan's annual review needs to be completed
- 2. Resulting objective
 - a. Assess our current SP process, in relationship to our Mission and Vision
 - b. Identify any gaps, compared to our continued expansion plans
 - c. Develop recommendations for updating our SP process
 - i. Review with the COA board, for input and alignment
- 3. Summary of our current process
 - b. We model the NCOA and MCOA processes:
 - i. Created and manage a spreadsheet of deliverables, for tracking
 - c. Meet quarterly to update our status, aligning on actions, publish minutes
 - i. Review updates at our board meetings

NEXT MEETING: The next meeting will be scheduled for late January.

ADJOURNMENT: The meeting was adjourned at 11:35 am

Respectfully Submitted,

Carol Hamilton, Director Council on Aging