

For the past two years, SRA has been contracting with the Veteran's Administration to provide the Veteran's Directed Home and Community-Based Services Program. To date, SRA has over 40 on-going, active veterans participating; and, VA representatives have indicated that the program is moving from a pilot status to open enrollments in 2020. Also, SRA partners with the Orange County Bar Association Legal Aid Society to conduct outreach presentations. Over the next three years, the goal is to expand the number of outreach events, targeting grandparents raising grandchildren in underserved areas. This also is expected to create opportunities for intergenerational programs.

The Aging and Disability Resource Center Local Coalition Workgroup (LCW) meets annually to review the status of the program and develop the Annual Performance Improvement Plan (APIP) with over 40 members participating. Some of the key partners are listed below:

SENIOR RESOURCE ALLIANCE LOCAL COALITION WORKGROUP 2019

50+FYI Collaboration and Magazine	Hand In Hand Home Care Solutions
AARP	Help Now of Osceola
Advent Health	HOLA - Hispanic Office for Legal Assistance
Agency for Health Care Administration	Humana
Agency for Persons With Disabilities	Meals On Wheels, Etc.
Aging Matters in Brevard	Memory Disorder Clinics
Alzheimer's and Dementia Resource Center	Orlando Health
Amelis Direct Care	Orange County Office on Aging
A place Called Sweet Home	Orange County Sheriff's Office
Brevard Alzheimer's Foundation	Orange County 9th Judicial Ct.
Community Health Center of Florida	Osceola COA
Compulsive Gambling Prevention	St. Peter and Paul
Department of Children and Families	Share The Care
Department of Elder Affairs (CARES)	Seniors First
Flourish In Place	SHINE Representatives
Florida Blue	SRA Program Managers
Florida Hospital	Social Security Administration
Goodwill Industries	

Throughout each year, SRA representatives participate on County Commissions on Aging; the Transportation Disadvantaged Boards; the Florida Department of Health Priority Area Workgroup; county APS workgroups; TRIAD networks; and other community partnership groups. Some of the key partners are listed below.

PSA 7 PARTNERSHIP ORGANIZATIONS

AARP
ADRC Local Coalition Workgroup
Advent Health
Aging Network Service Providers
Alzheimer's Organizations
Assisted Living Facilities
Beardall Senior Center
Casselberry Recreational Center
Celebration Foundation Osceola
Center for the Arts
Center for Change
Centers for Independent Living (CILs)
Cocoa Beach Public Library
Community Mental Health
County Commissions on Aging
DCF ACCESS Florida
DeGroot Public Library
Department of Health
Department of Transportation
Department of Veterans Affairs
Disney
DOEA CARES
Faith Based Organizations
Fire Departments
Hart Memorial Central Library Osceola
Healthcare Center for the Homeless Coalition
Health Central Hospital
Heart of Florida United Way

Holmes Regional Hospital
Home Health Care Agencies
Hospice Providers
HUD Housing Facilities
Insurance Companies for H&W
L. Claudia Allen Senior Center
Lake Mary Senior Center
Legal Aid Societies
Local Coordinating Boards for the Transportation Disadvantaged Programs in Brevard and tri county
Local Housing Authorities
Maitland Senior Center
Martin Anderson Senior Center
Memory Disorder Clinics
Mt. Moriah Missionary Church
National Night Out Police Departments
Neighbors Network
One Senior Place in Brevard and Seminole County
Orlando Health
Parrish Medical Center
Salvation Army
Seminole Committee on Aging
Social Security Administration
Thriving In Place
TRIAD Groups
Winter Park Health Foundation and the new Center for Health and Wellbeing

SRA has nine community-based partners under contract to assist with the EHEAP Program, as shown below. The Emergency Home Energy Assistance for the Elderly Program helps eligible seniors pay their home energy bill, if there is a crisis. Local case workers are available within target neighborhoods to assist with the application process for forward the packets to SRA for payment.

SRA also collaborates with AARP, the National Council on Aging, the Florida Council on Aging, and the Florida Association of Service Providers to advocate for legislation and increases in funding to expand long term services and supports (LTSS). The reauthorization of the Older Americans Act in 2016 gives the aging network a sound foundation from which to build a stronger service support system for older adults, the disabled, and their caregivers.

Local Best Practice – *Community Care Teams*

SRA is fortunate to have a strong partnership with the Winter Park Health Foundation. They are the founder of projects like *Neighbors Network*, developed through SRA, and the Community Care Team Model through St. Margaret Mary Parish in Winter Park. They serve as the leader of *Family, Friends and Chicken Soup*. This ministry uses volunteers to transport people who cannot drive to the grocery store, medical appointments, banks or other necessary errands. They also help people who are lonely and in need of a visitor or in need of help with meals when someone is ill, injured or recovering from a hospital stay. Family, Friends and Chicken Soup services are for individuals trying to live independently in their own home or apartment. The ministry's geographic service area is Winter Park, Maitland, Eatonville and some parts of Casselberry and Orlando. Those in need do not have to be a parishioner to use this service. They also offer their customized software program for other community care teams as a "best practice" for replication.

2019 PSA 7 EHEAP PARTNERS

PSA 7 - Senior Resource Alliance 988 Woodcock Road, Suite 200 Orlando, Florida 32803 Phone: 407-514-1800 Tracy Schooley EHEAP Coordinator, tracy.schooley@sraflorida.org (Brevard, Orange, Osceola and Seminole Counties)	
Brevard County Community Action Team 300 S Varr Avenue Cocoa, Florida 32922 Phone: (321) 633-1951 <i style="text-align: center;">BREVARD COUNTY</i>	LIHEAP "ONLY" of Orange County 2100 E. Michigan Street Orlando, Florida 32806 To make appointments: call (407) 836-7429 <i style="text-align: center;">ORANGE COUNTY</i>
Seniors Intervention Group 1607 Cherrywood Lane Longwood, Florida 32750 Phone: (407) 790-1948 <i style="text-align: center;">SEMINOLE COUNTY</i>	Osceola County Council on Aging 700 Generation Point Kissimmee, Florida 34744 Phone: (407) 846-8532 Fax: (407) 846-8550 <i style="text-align: center;">OSCEOLA COUNTY</i>
Holden Heights Front Porch 1201 20th Street Orlando, Florida 32805 Phone: (407) 836-6777 <i style="text-align: center;">ORANGE COUNTY</i>	Charity & Love Inc. 5372 Silver Star Road Orlando, Florida 32808 Phone: (407) 522-4473 Fax: (407) 522-4474 <i style="text-align: center;">ORANGE COUNTY</i>
Catholic Charities of Central Florida 1819 N Semoran Boulevard Orlando, Florida 32807 Phone: (407) 658-1818 <i style="text-align: center;">ORANGE & SEMINOLE & OSCEOLA COUNTY</i>	St Paul AME Church 1012 S Park Avenue Apopka, Florida 32703 Phone: (407) 889-4464 Fax: (407) 889-4382 <i style="text-align: center;">ORANGE & SEMINOLE COUNTY</i>
GoldenRule Housing & CDC, Inc 417 E 2nd Street Sanford, Florida 32771 Phone: (407) 878-3759 Fax: (407) 878-3760 <i style="text-align: center;">SEMINOLE COUNTY</i>	Intentionally left blank.

>

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

SWOT Development Process Description:

< **Senior Resource Alliance 2019**

SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis

- Strengths: characteristics of the organization that give it an advantage over others.
- Weaknesses: characteristics that place the organization at a disadvantage relative to others.
- Opportunities: elements that the organization could exploit to its advantage.
- Threats: elements in the environment that present a challenge for the organization.

The SWOT analysis should support the organization of information, provide insight into barriers that may be present while engaging in social change processes, and identify strengths available that can be activated to counteract these barriers. Identification of SWOTs is important because they can inform the planning steps necessary to achieve goals and objectives. In addition, this analysis can be used to do the following:



- Explore new solutions to problems,
- Identify barriers that will limit the ability to achieve goals/objectives,
- Decide on the direction that will be most effective,
- Reveal possibilities and limitations for change, and
- Revise plans to best navigate systems, communities, and organizations.

SRA staff distributed a draft SWOT Analysis to the Advisory Council and all prime contractors via email on April 30, 2019. This draft, along with the input received, was reviewed by the Advisory Council at their regularly scheduled meeting on June 13, 2019. The final version is shown below.

>

Strengths:

< **Strengths**

- An upward trend in public support and revenue, increasing each year from \$13.4m in 2013 to \$18.8m in 2019;
- Highly qualified Board of Directors and Advisory Council members fully engaged in planning and oversight;
- Professional staff with a demonstrated track record of efficient program management and consistent annual audits with unmodified opinions;
- Increasing capacity of the ADRC call center staff from 10 in 2013 to 23 in 2019, allowing for improved intake and screening efficiencies;
- Up-to-date, comprehensive resource database of publicly and privately funded service options;
- Dedicated prime contractors with 30 plus years of experience, providing quality services to over 19,000 clients in 2018;
- Ability of the aging network to leverage public/private funds and utilize in-kind services to expand service capacity;
- Established network of local, state, and national partners collaborating to support the needs of older adults, disabled adults, and their caregivers;
- Growing capacity in the agency's Health & Wellness Program to provide over 60 evidence-based workshops throughout the four-county area, including the *Living Healthy* programs and *A Matter of Balance* in both English and Spanish;
- Over 40 volunteers trained by the state to provide free, unbiased Medicare counseling through the SHINE Program – Serving Health Insurance Needs of Elders;
- On-going Abuse, Neglect, and Exploitation (ANE) prevention public education and professional training seminars;
- Administration of the Emergency Home Energy Assistance for the Elderly (EHEAP) program with 10 community assistance outreach agencies in PSA 7;
- Implementation of the new Veterans Directed Home and Community-Based Services Program for over 40 Veterans to date, drawing down almost \$90,000 in VA funds per month for support services;
- Extensive public awareness activities through the agency's website, E-News, and participation in over 50 events annually; and,
- Meeting and/or exceeding targeting performance measures in all but one category – rural - with activities underway to reach the underserved areas.

>

Weaknesses:

< **Weaknesses**

- Inadequate funding with over 11,000 clients on the waitlist for assistance in PSA 7;
- Inadequate funding earmarked for Alzheimer’s clients and their caregivers with more than 510,000 Floridians who have been diagnosed with Alzheimer’s disease and more than 1.1 million caregivers (DOEA PR 4/7/16);
- Inadequate funding earmarked for mental health programs with over 27% of those over the age of 65 in Florida indicating that they are limited in activities due to physical, mental, or emotional problems;
- Inadequate funding earmarked for disabled adults with 10% in Florida who use special equipment because of a health problem;
- Growing number of high-risk referrals from Adult Protective Services, utilizing over 82% of the Community Care for the Elderly annual budget in PSA 7;
- Lack of capacity to stay up-to-date on call center responsibilities in the ADRC with over 60,000 contacts annually;
- Lack of flexibility for client-centered care management due, in part, to contractual constraints and separate program silos of funding – for example - the inability to transfer funding from Home Care for the Elderly to Community Care for the Elderly – a change that occurred mid-year without notice after consistently allowing this transfer;
- Challenges associated with achieving state mandated performance measures with an aging population – for example – improvements in the “Environmental Scores” when clients have the capacity to choose poor living conditions; and,
- Need for “Consumer Advocates” to help clients maneuver a very complex system of care with multiple insurance plans, varying eligibility standards, wait lists, enrollment procedures and alternative interventions.

>

Opportunities:

< **Opportunities**

- Potential to increase subcontracts with Managed Care Organizations with the new Chronic Care Act allowing Medicare Advantage Plans to expand the provision of home and community-based services;
- Non-profit organization with a strong fiscal staff able to provide a fiduciary role in the development of new, innovative programs like ITN Orlando and Neighbors Network, both that spun off into a 501(c)3;

- Ability to offer evidence-based health promotion programs and provide a vital link with health care providers to improve health outcomes and reduce costs;
- Potential Medicare reimbursement of the Diabetes Self-Management Program through a partnership with Florida Health Networks;
- Seek funding for the promotion of “interactive education” programs like the “Brain Fitness Club” and “BrainFlex” for proactive/preventative programming that does not just provide information, but also the ‘why’ behind it, as well as ‘how’ to implement healthier choices;
- Expand outreach for providers in all areas of senior care to have information on hand specific to their patient/client needs;
- Possible development of a “Speakers Bureau,” providing a series of seminars throughout the year on topics affecting seniors (senior mobility, legal and financial issues, health insurance, advanced directives, elder abuse, elder rights, and other important topics), offering CEUs; and,
- Explore new funding sources for innovative projects to address unmet needs, especially for wait listed clients, including services like consumer advocates, shopping assistance, adult day care, legal counseling, environmental assessments, transportation, and other customer services.

>

Threats:

< **Threats**

- Turnover in staffing due to the increasing volume of calls; critical issues of the callers; and, lack of capacity to resolve those issues;
- Turnover in staffing due to an improving economy and a more competitive market;
- Increasing demands and restrictions on service providers – for example, the recent contract change which made it difficult to receive advanced funding which was especially challenging for smaller providers;
- The timing of contract amendments making providers add clients when there is a funding increase and minimize services and/or terminate clients when funding is decreased;
- Competition, especially with the new Chronic Care Act allowing Medicare Advantage Plans to expand the provision of home and community-based services;
- Funding not keeping up with increasing demand for long term services and supports and overwhelming the current service system;
- Inadequate funding for preventive services that address diabetes, hypertension, depression, and other physical problems – all contributing factors to dementia;
- Reduction in Medicaid providers with an ever growing Medicaid population;

- Increasing numbers of lower-income seniors due, in part, to rising costs and fixed incomes without safe investment options;
- System complexities, funding silos, lack of coordination and bureaucratic fragmentation of services;
- Confusion over multiple health insurance plans; for example, a senior could be on four plans at the same time;
- Growing demand far exceeds current and projected capacity which could result in increases in the at-risk population (without some kind of intervention needs escalate, resources are depleted, and more demand is placed on the Medicaid system); and,
- Lack of planning for long term care needs in later life with the title wave of “baby boomers” increasing nationally 73% between 2010 and 2030.

>