



ACTION PLAN
APRIL 2016

Prepared for Harpswell Aging at Home
by: Patricia F. Kimball

Overview

Harpswell Aging at Home (HAH) is a nonprofit organization committed to fostering initiatives that help people thrive while aging at home. HAH was initiated in October of 2014 by community members Dave Brown and Jess Maurer, and Reverend John Carson of the Elijah Kellogg Congregational Church. We quickly included several community members and town officials in our discussions about how to address the needs of older Harpswell residents. We hosted a broader community conversation in May 2015. This meeting generated significant enthusiasm for a formal effort that has been on-going ever since.

In June of 2015, HAH formed a Steering Committee to lead our efforts. The group began to meet regularly in July 2015. Members of the Steering Committee sought and secured formal partnership status with the Town of Harpswell in early August. The Board of Selectman designated a member to serve on the Steering Committee as a non-voting member. HAH formally incorporated in September of 2015.

The Steering Committee is made up of 14 -17 community members who represent Cundy's Harbor, Great Island, Orr's & Bailey Islands and Harpswell Neck. Nearly all members of the Committee are in their 60s, 70s and 80s. Representative Jay McCreight and Town Selectman Rick Daniel both serve on the Steering Committee as ex officio non-voting members. A six-person Executive Committee – including two Co-Chairs and a Secretary – meets in between Steering Committee meetings and advises the Steering Committee to support its decision-making processes. The Executive Committee is appointed by the Steering Committee.

As a first step in the process, HAH embarked on a community assessment so that we could better understand what it's like to age in Harpswell and what resources people need to remain in the community as they age. The assessment was made up of four parts – a survey, focus groups, demographic profiling and a series of stakeholder meetings with community leaders and service-based organizations.

A two-page survey available to everyone in Harpswell was launched in August 2015. Surveys were made available to the public online through the Town website, with additional hardcopies circulated in local stores, churches, and at local events. More than 340 people completed the survey.

HAH is working in partnership with the Holbrook Community Foundation as our fiscal sponsor. HAH successfully sought a grant from AARP Maine in October to support the assessment and planning process. HAH hired consultants to create a demographic profile, analyze survey results, and facilitate a series of focus groups aimed at better understanding areas of concern for older Harpswell residents. Three focus groups were held in December 2015 and one in March 2016. The results of the survey, feedback from focus group participants, and pertinent demographic data formed the basis of a detailed assessment report – entitled Community

Assessment Report - that was completed and published in January 2016. The Assessment guides the work of HAH. It can be found on the Harpswell Town website at <http://www.harpswell.maine.gov/> under the "Documents" tab.

Using the findings from this assessment, members of HAH's Steering Committee embarked on a series of investigative meetings with key stakeholder leaders and organizations serving Harpswell. Through January and February, Steering Committee members met with town staff, volunteers from all three volunteer fire departments, the Cumberland County Sheriff and four of his deputies, leaders at Harpswell Coastal Academy, representatives of People Plus, Spectrum Generations and Catholic Charities SEARCH Program, and retired health care professionals living in Harpswell. These meetings allowed HAH to identify assets and opportunities that we could use in creating our plan of action.

From February through April, the Steering Committee engaged in a planning process to create an action plan for HAH. The Executive Committee, Steering Committee, subcommittees, and individual volunteers were involved in creating this plan.

This document outlines the process for arriving at and the specific components of this Action Plan.

For more information about how you can get involved in the work of Harpswell Aging at Home, contact Dave Brown at 207-725-5601 or at coveybrown.ldb@gmail.com or Jess Maurer at 207-332-1640 or at chinooks@roadrunner.com

Steering Committee Members:

Dave Brown, Co-Chair, Executive Committee
John Carson
Rick Daniel, Ex Officio Member
Hugh Hardcastle, Executive Committee
Surrey Hardcastle
Jess Maurer, Co-Chair, Executive Committee
Jay McCreight, Ex Officio Member

Peg Newberg
Peg Orlando, Executive Committee
Dick Regan
Helen Regan, Secretary, Executive Committee
Ellen Shillinglaw
Hollie Vanderzee, Executive Committee
Sam (Gladys) Wright

Introduction

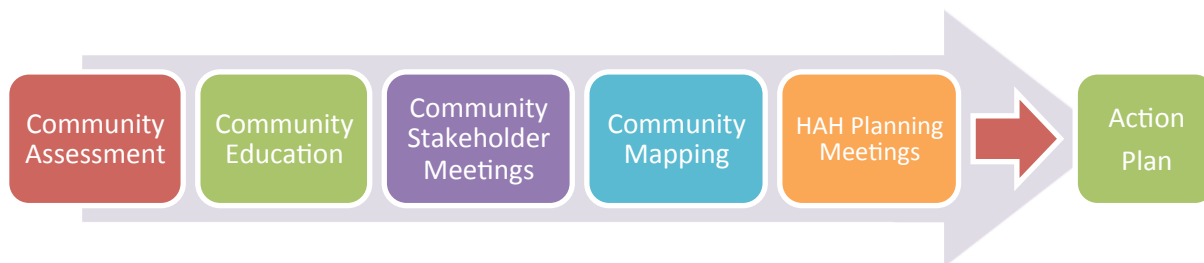
The activities that comprise Harpswell Aging at Home's Action Plan are based on the strategic framework developed and agreed upon by members of HAH as part of the group's overall planning process. The components of this framework are driven by the results of the Community Assessment and informed by the community stakeholder conversations.

- The first section of this report outlines the process for developing the Action Plan and how the plan will be implemented.
- The second section shares the strategic framework for the Action Plan, including the vision, mission, guiding principles and overarching HAH strategy.
- The third section shares the findings of the Community Assessment, which form the basis for the goals and objectives. This section also outlines the goals, the subcommittees organized to focus on each goal, and the objectives devised by subcommittees to meet the goals.
- The fourth section provides on-going items for consideration for HAH.
- The fifth and final section includes a comprehensive list of action steps and a series of tools that were used as part of the planning process and that were created as a result of the planning process.

Section 1

Process for Developing Plan

The plan outlined in this document is the result of a planning process embarked on by members of the HAH Steering Committee during the months of February, March and April 2016. The following key processes were undertaken in meetings of the Executive Committee and the Steering Committee, with input from the Project Consultant.



Community Assessment

From August through December 2015, HAH embarked on an assessment project to better understand what it's like to age in Harpswell and what supports older people need to remain in their community as they age. The information gathered directly from older adults through this assessment is unique and not available through existing data sources.

- Surveys were available to the public online through the Town website and hardcopies were circulated in local stores, and churches and at local events. Focus Groups were also held in four town locations.
- More than 340 people responded to the survey. 24 people participated in Focus Groups.
- In addition, key demographics were collected and analysed by HAH.
- The results of this information form the basis for a comprehensive Community Assessment Report available on the town website.
- Most importantly, results from this assessment guide HAH's action planning process.

Committee Education

In January, the HAH Steering Committee conducted a series of meetings to better understand what an age friendly community is and how they are created and to learn about the core services available to Harpswell residents that support healthy aging. Jess Maurer, Patricia Oh, Bowdoinham Older Adult Services Coordinator and general expert in aging friendly communities, and Patricia Kimball presented information at the first session about the kinds of age friendly communities there are and the kinds of things they can do. At the resource meeting, representatives of People Plus, Spectrum Generations and Catholic Charities' SEARCH program provided detailed information about supports available to older adults in Harpswell. HAH opened these meetings up to everyone who participated in the focus groups and had already volunteered to help HAH. An equal number of HAH Steering Committee members and community members attended each event (about 30 attended each event).

Community Stakeholder Meetings

After the completion of the Community Assessment, various HAH Steering Committee members participated in the following meetings with community stakeholders. At each meeting, Jess Maurer shared the results of the Assessment and led a conversation to explore additional concerns or challenges faced by older Harpswell residents and potential partnership opportunities that would support HAH's planning process and work.

- **Meeting with Town officials & employees.** Immediately after the Assessment Report was released, co-chairs of HAH's Steering Committee presented the information to the Board of Selectman. Later that same week, HAH met with several town employees to discuss the report in more detail. Those attending the meeting, including the Town Administrator, Town Clerk, Town Finance Director, Town Recreation Director, Harbor Master and resource coordinator, were impressed by the work HAH has done and excited about partnering with HAH. Some ideas of partnership discussed were:
 - They support HAH using the town website.
 - Town Administrator Kristi Eiane agreed to allow HAH an area in the hallway for the Town Meeting to share resources and information and include HAH in the town newsletter and bulletin.
 - The Recreation Director mentioned that communication has been a problem in getting the news to residents about her activities. She welcomes working with HAH in this area as well as exchanging ideas about activities. She has resources and time to support the socialization needs of seniors.
 - It was suggested that Chuck Perow at the transfer station is a good resource for knowing Harpswell residents and their needs.
 - It was suggested that we look into the Harpswell Neighbors Facebook page run by Monique Coombs.
 - The Town has meetings with fishermen that might be a good interface for us.
 - The town is interested in pursuing door-to-door flexible route transportation and is exploring options that will support this.
 - A few town employees joined the HAH email list.

- **Meeting with Fire and Rescue Services.** Steering Committee members met with volunteer fire departments and EMT teams. They frequently get involved with older people around medical emergencies and would like to see more services available. They were highly supportive of this initiative. They were interested in having information to leave behind about the effort but were hesitant to share information about people with HAH because of confidentiality. Subsequently, folks from one of the fire departments indicated their interest in holding a health fair and expanding their durable medical equipment loan program.

- **Meeting with Sheriff and Deputies.** Steering Committee members met with Sheriff Kevin Joyce and four of his deputies to discuss the interaction of law enforcement with older populations in Harpswell. The Sheriff mentioned including Harpswell residents in the Bath/Brunswick TRIAD efforts and shared information about their SNAP (Senior Neighbor Awareness Program) program, which runs their daily wellness check program. He also mentioned their VIPS (Volunteer In Police Service) program. He thinks maybe we could bring the SNAP program to Harpswell. They were also interested in having a

piece of HAH information they could leave with older adults they engage with in Harpswell. Jess Maurer shared information about the RADAR card designed by the Maine Council for Elder Abuse Prevention in partnership with the State Police and later brought a pack of these cards to a Deputy for use in Harpswell. The Sheriff's Office is interested in bringing the AARP driving class to Harpswell this summer. They were generally very interested in partnering in safety issues.

- **Presentation on Harpswell Community TV.** Jess Maurer, Peg Orlando and Dave Brown filmed a 30 minute program for public access television in which they described the assessment project and the results from the community survey, and offered some information about resources available to older adults in Harpswell. The program has been aired multiple times. The producers offered HAH a regular opportunity to share information about supports and issues impacting older adults. We discussed the possibility of being a monthly feature.
- **Meeting with Health Care Providers.** Hollie Vanderzee organized a meeting of health care providers attended by other Steering Committee members. The participants were all nurses with experience in Harpswell, including one parish nurse who provides many different services to older residents. There is considerable scope for cooperation with these providers to enhance the availability of health care in the town. They suggested that there are lots of health care resources for people, but that people don't know about them – for instance, many folks don't know about the free health clinic in Brunswick called Oasis. They suggested that there needs to be a central place where people can call for health support – not emergency or medical care, but connection to someone who can help them navigate through their health issues. There was interest in having regular health screenings in Harpswell – blood pressure checks, etc.
- **Harpswell Coastal Academy (HCA).** Helen Regan, Jess Maurer and Dave Brown met with the head of the Harpswell Coastal Academy, who was full of exciting ideas about how HCA and HAH might collaborate building on the concept of Student as Worker. These ideas included: oral history projects; a tech squad; adults in the classroom; sharing their vans; Community Supported Agriculture (CSA) for seniors; fixing of household items through The Tinker Project; home repair projects overseen by their facilities manager; public policy projects; health care internships; a farm to table project with food delivery to seniors; and, senior/teen cooking in the afternoons at the Schoolhouse Cafe. All of these ideas require significant build out, assurance of adequate supervision, exploration of possible partnerships with other organizations, and capacity development for both HAH and HCA. For now, the one concrete outcome is the head's promise to include a placeholder for collaboration with HAH in the Propeller Project grant applications to develop programs at Mitchell Field.
- **Participation in Town Meeting.** HAH staffed a table at the Annual Town Meeting to share the results of the Community Assessment and information about available supports and to encourage attendees to volunteer for future planned activities to support elders in Harpswell.

Mapping Project

October 2015 – March 2016

- This project was undertaken by the entire Steering Committee in the fall while the group was conducting the assessment.
- The group agreed that “mapping” both the formal and informal lines of communication in Harpswell would be a productive endeavor. The goal was two-fold: to understand the social network that already supports folks in Harpswell, and to discover if our informal networks could provide an effective communication channel for HAH.
- While the mapping project is an on-going process undertaken by the Steering Committee, the bulk of the work resulted in the identification of 35 formal and informal community organizations willing to help HAH get information out into the community through their existing communications channels.
- A copy of the results of this project is included in the **Section 5** of this document.

HAH Plan Development Meetings

Planning Retreat

February 22, 2016, 8:30 -12:30PM Participants: Steering Committee members

- Developed goals based on the assessment report conclusions and recommendations. A list of the goals is included in **Section 3** of this document.
- Developed initial subcommittees to establish objectives and action steps to achieve goals. These subcommittees are included in **Section 3** of this document.
- Began the process of developing objectives and action steps.

Subcommittee Meetings

Subcommittees were formed at the Planning Retreat with interim chairs identified from the Steering Committee, but with the clear understanding that some of these chairs would not continue to lead these groups. The subcommittees were charged with meeting during March to develop objectives and action steps that could be taken to meet objectives, and ultimately, the goal of the subcommittee.

- After the Planning Retreat, HAH communicated with its 75+ volunteers and interested parties to ask them to join one of the newly forming subcommittees. This identified more people interested in engaging in the work.
- Using an action-planning tool shared at the retreat and a subsequently developed planning process tool, subcommittees met to develop objectives to align with their goals and action steps to meet those objectives. This action-planning tool is included in **Section 5** of this document.
- Initially, seven goals were identified and six subcommittees were formed. Later in the planning process, a new health goal was established and new health committee formed, and the work of one of the initial committees was assumed by the Steering Committee. Ultimately, HAH has established 8 goals and identified six potential subcommittees, five of which are now operational. A sixth subcommittee will form to focus on the goal related to social and educational activities when time and resources permit. A list of the Goals and a list of the Subcommittees are included in **Section 3** of this document.

Action Planning Sharing Meeting

April 4, 2016, 2-5PM Participants: Steering Committee members

- Subcommittee chairs shared the objectives and action plans developed by the subcommittees. These objectives are shared in **Section 3** of this document. Specific action steps to be taken by each Subcommittee are shared in **Section 5**.
- The Steering Committee agreed on a process for ensuring accountability to the plan. The plan for accountability is included in the latter part of this Section of this document.
- The Steering Committee agreed on process for developing policies for governing HAH.

Plan Approval Meeting

April 18, 2016. 3:30-5PM. Participants: Steering Committee members

- Steering Committee reviewed objectives and action steps of each Subcommittee and approved them. Action steps are included in **Section 5** of this document.
- Steering Committee members approved the overall Action Plan.

How the Plan Will Be Implemented

People

The following groups of people will oversee and participate in the implementation of the Action Plan, as described below:

- **Executive Committee**

The Executive Committee is made up of six individuals who include two Co-Chairs, the Secretary, the Chair of the Communications Committee and two additional members. This Committee provides organizational direction and oversight and makes recommendations for action to the Steering Committee, which is the decision-making body.

- **Steering Committee**

During the assessment and planning process, the Steering Committee was made up of 17 members and met every other week. Three members have had to step away from the Steering Committee and will be replaced as appropriate. Starting in May 2016 the Steering Committee will meet monthly to review progress on action plans by each subcommittee, make decisions on policies, procedures and additionally proposed plans, and take all necessary action to ensure that HAH remains effective, sustainable and accountable. The Steering Committee will also be responsible for developing general resources available to older adults that do not fit within the work of other subcommittees.

- **Subcommittees**

There are six subcommittees made up of at least one Steering Committee member, who will act as the liaison between the Steering Committee and the subcommittees. Subcommittees were responsible for developing initial objectives to achieve their designated goal and are charged with creating and implementing action steps to meet their objectives. The Steering Committee has approved the initial objectives outlined in this Plan and the subcommittees are now authorized to begin their work in carrying out the identified objectives. Subcommittees will report in writing on progress and challenges monthly to the Steering Committee.

- **Volunteers**

HAH maintains a list of nearly 100 volunteers who have expressed a willingness to support HAH, including through participation on subcommittees. As such, subcommittees are made up of Steering Committee members and community volunteers.

Processes

The Steering Committee has agreed that adherence to the action plan is critical to ensuring forward momentum of HAH, mitigating the potential for conflict and misunderstanding, and ensuring everyone is moving in the same direction. The following processes have been established to ensure on-going accountability to the action plan:

- **On-going Subcommittee Action Reports at Meetings**

It was decided that at each Steering Committee meeting, subcommittee liaisons will report on their action items, note any challenges they are facing, and propose any changes they want to make to their plan. A suggested Monthly Reporting Form is included in **Section 5** of this report.

- **Approval of Action Items/Objectives**

When new objectives or action items are added to the subcommittee's plan, or changes made to current objectives and action items, these changes will be approved by the Steering Committee.

- **Policies**

HAH has experienced success in developing its policies, processes and practices as part of our on-going work. Rather than develop and agree to on a series of policies in advance, HAH has agreed to approach policy development in a more "organic" nature. That is, HAH will develop policies when need dictates, a challenge arises, or a series of consistent practices seems to suggest a codified way of operating.

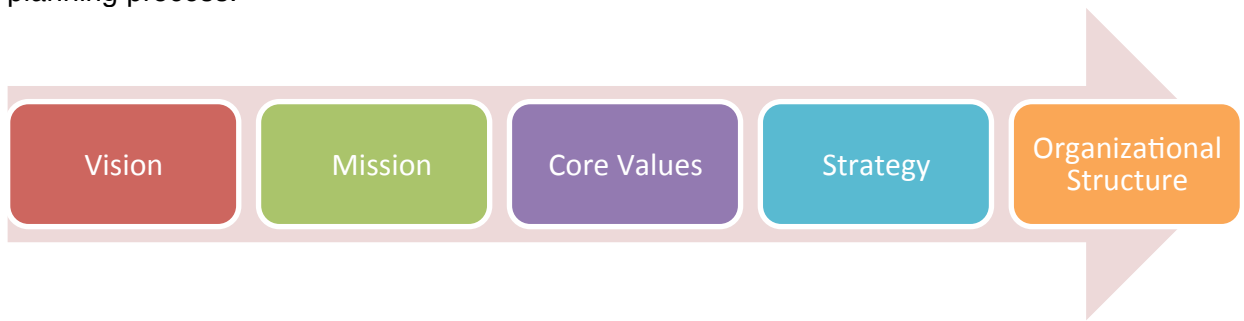
- **Timeline**

HAH recognizes the comprehensiveness of its plan and the time constraints of its all-volunteer organization. Therefore, the timeline for the completion of action steps is flexible in nature.

Section 2

HAH Strategic Framework

The strategic framework that drives the activities of HAH includes the following key components, as developed and agreed upon by Steering Committee members of HAH as part of our overall planning process.



Vision

Harpswell is a community where people can thrive while aging at home.

Mission

Harpswell Aging at Home (HAH) is a community-led organization committed to fostering initiatives that help people thrive while aging at home.

Core Values

HAH is committed to a set of principles that guides our work:

- We will use all of the currently available resources and assets of our community to meet the needs of Harpswell residents.
- We will promote, support and grow services already available to Harpswell residents.
- When resources are needed that are not currently available, HAH is committed to finding no-cost or low-cost solutions.
- HAH Steering Committee members will be representative of the whole of Harpswell.
- Any outreach, services or supports offered by HAH will be available to all older adults residing in Harpswell, regardless of where they live within Harpswell or their legal residence.
- HAH will always include and engage older adults in designing and implementing our work.

HAH is Committed to the Three P's of Action Planning:

When considering objectives and action items, HAH members will consider the "Three P's" of action planning, as defined below:

- *Partnerships:* HAH will focus on developing partnerships that carry out HAH objectives in cooperation with existing groups or organizations.

- *Projects:* Rather than building long-term, time intensive programs, HAH will prioritize developing and implementing time-limited (even one time) projects or initiatives. Once completed, HAH will evaluate the effectiveness of the project. If it is decided the project is worth replicating, continuing or expanding—HAH will seek a partner to assist with or take over the effort.
- *Programs:* For the purposes of HAH planning, programs are considered long-term, on-going services provided by HAH. Programming will be a “last resort” activity for HAH, as aligned with the values and strategy of the organization.

The HAH mantra: Prioritize Partnerships and Projects!

Strategy

HAH provides information, promotes initiatives, mobilizes volunteers, creates connections and fosters collaboration among older adults, caregivers and other organizations to accomplish its mission.

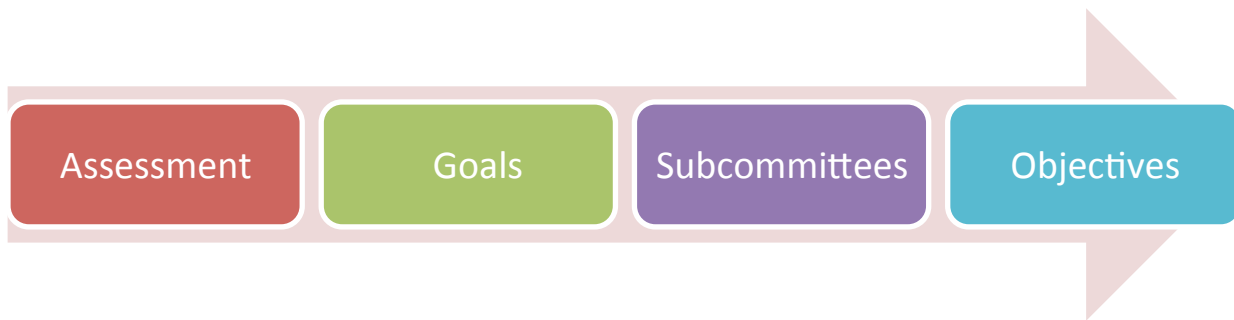
Organizational Structure

HAH is a non-profit organization, governed by a Steering Committee of 14-17 town residents.

Section 3

Assessment Results as Basis for Action Plan

The goals, objectives and action steps that were developed by HAH as part of its planning process are based on the Community Assessment conducted by HAH in the fall and early winter of 2016.



Assessment Conclusions

Harpswell has a wealth of assets in its people and historic traditions of support:

- Harpswell’s older residents are generally healthy and active, making them a tremendous resource to the community.
- There is a long tradition of neighbors helping neighbors in Harpswell and many good-hearted people are ready and able to help older neighbors meet basic needs.
- Older adults are eager to be a part of finding solutions that make our community stronger.

Harpswell residents value independence and sense of place, but face challenges

- Harpswell’s demography, geography and history present unique cultural challenges to designing responses to the needs of older residents.
- Asking for help is a challenge for all people, but particularly for older residents who are struggling to maintain independence.
- Older residents need help with maintaining and repairing their homes and have difficulty locating trusted local workers and neighbors to help with simple household repairs and chores.
- Older residents would benefit from better awareness of supports and services currently available to meet their needs.
- While most Harpswell residents are transportation sufficient, those who are unable to drive have difficulty accessing the services they need.
- Some informal caregivers are isolated and in need of information and support, including respite.
- Many older Harpswell residents would like more opportunities to socialize, particularly those over 80 years of age.

- There is a strong desire to increase year-round opportunities for walking and recreational activities, both for exercise and socialization.

HAH Goals, Organization & Objectives

Goals

Given the agreed upon vision, mission and overarching strategy of HAH, and given the conclusions of our Community Assessment, we identified and agreed upon the following eight goals for HAH.

- Goal 1: To build a sustainable, effective and accountable HAH
- Goal 2: To create a central communications function/network to serve HAH's work
- Goal 3: To raise awareness of existing elder services and resources
- Goal 4: To enhance the availability of home repair services available to older adults
- Goal 5: To improve the availability of transportation to older adults who do not drive
- Goal 6: To enhance the availability of social, educational and physical exercise opportunities for older adults
- Goal 7: To expand senior access to chore and food services
- Goal 8: To enhance the health and wellness of older adults

Organization & Objectives

Goal 1: Build a sustainable, effective and accountable HAH

Steering Committee (Leader: Dave Brown)

Objectives:

1. Create systems to ensure ongoing accountability to approved action plan
2. Create systems to ensure sustainability of HAH
3. Develop policies to facilitate consistency in and shared understanding of governance and operating practices

Goal 2. Create a central communications function/network that will serve HAH's work

Communications Committee (Chairperson: Hollie Vanderzee)

Objectives:

1. To develop an HAH brand
2. To expand and maintain the Master Data Base
3. To develop a communication/information flow strategy/structure

Goal 3. To raise awareness of existing elder services and resources

Steering Committee (Leader: Jess Maurer)

Objectives: Increase the awareness of supports and services that are available to older adults in Harpswell and the efficacy of referrals made to older adults by town officials.

After initial discussions, the Steering Committee determined this was one-time work that involves direct contact with town officials. Thus, it decided against convening a committee to do the work. Instead, one Steering Committee member was tasked with the following work: the committee member will work collaboratively with all of the committees, but particularly the Communications Committee, to accomplish this objective.

1. Identify the supports and services available to older adults and their caregivers
2. Create general resource content for town website and town information flyer
3. Work with town partners to ensure older residents get the information they need about available resources

Goal 4. Enhance the availability of home repair services available to older adults

Home Repair Committee (Chairperson: Bob Bauman)

Objectives:

1. Talk with local programs offering home maintenance to identify sources of support
2. Expand committee to include Harpswell volunteers
3. Identify potential projects for HAH to arrange home maintenance services for older adults
4. Carry out 3 to 5 projects this year to develop approach and build capacity

Goal 5. Improve the availability of transportation to older adults who do not drive

Transportation Committee (Chairperson: Hugh Hardcastle)

Objectives:

1. Grow the volunteer transportation network that currently serves older adults in Harpswell
2. Expand the types of transportation available to older adults in Harpswell
3. Increase older driver safety

Goal 6. Enhance the availability of social, educational and physical exercise opportunities for older adults

Social Educational and Physical Exercise Committee (TBD)

Objectives:

1. Identify current social, educational and physical activity opportunities available to older adults and the means of communication
2. Work with Communications Committee to determine best way to share information about existing events
3. Work with town partners to increase the number and kinds of social, educational and physical opportunities available to older adults

Goal 7. Expand senior access to chore and food services

Chores and Food Committee (Chairperson: Surrey Hardcastle)

Objectives:

1. a) To create a database listing paid services for housekeeping and other routine chores
b) To create a database listing of volunteers services that provide companionship and, at times, minor household tasks
c) To create a database listing the availability of food which can be purchased and delivered to the home
d) To create a database listing the availability of food which can be prepared or delivered to the home free of charge
2. a) To enhance the availability to provide support to older adults to access household chores.
b) Coordinate with Mid Coast Hunger Prevention Project regarding services to Harpswell older adults and distribution of information

3. Create a cooperative cooking program to provide meals and socialization for older adults

Goal 8: Expand senior access to health and wellness options

Health and Wellness Committee (Chairperson: Kathie Tarrell)

Objectives:

1. Increase information about home health care supports and services available to older adults in Harpswell
2. Grow health care supports and services currently available to older adults in Harpswell
3. Increase wellness and safety of vulnerable older adults in Harpswell

Specific action steps for each committee are included in the Tools Section of this report **(Section 5)**.

Section 4

Challenges and Opportunities

As part of HAH's on-going organizational development, items that come to light during committee meetings will be captured and added to the list of "Challenges and Opportunities."

Initial List of Outstanding Items:

- **Assessment Tool (Checklist) –**
If HAH ever has volunteers that go into people's home, should HAH develop (or adapt an already existing) checklist or simple assessment tool for HAH volunteers to determine if there are additional services/resources from which they might benefit?
- **Volunteer Engagement**
HAH will consider the following issues in relation to volunteers engaging in HAH activities:
 - HAH should consider the liability potential of any activity
 - HAH should also consider developing and offering training to volunteers
 - HAH should consider creating a vetting and oversight process of volunteers
 - HAH should clarify boundaries of volunteers engaged in HAH activities.
- **Staggered Terms**
In order to ensure there is a full complement of Steering Committee members at all times and no gaps in membership, it is suggested the terms of Steering Committee members have staggered start dates.
- **Additional Outreach Opportunities:**
The Steering Committee should identify the right committee to do outreach with the following groups to determine what opportunities exist to further our goals and objectives:
 - Harpswell Business Association
 - Harpswell Islands School & Mt. Ararat
 - Arts Community
 - Harpswell Land Trust

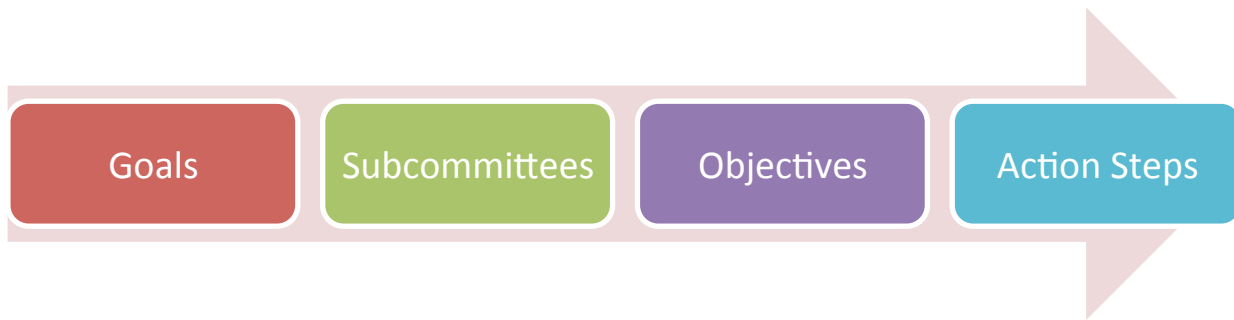
Section 5

Tools & Resources

This section includes:

- A comprehensive list of action steps
- A synopsis of the Harpswell Community Mapping Project
- Two tools available to HAH to help with the planning process; a reporting form HAH subcommittees can use to share activities and the status of their work at Steering Committee meetings
- Two documents created by the Communications subcommittee to guide its work
- HAH governance document

COMPLETE LIST OF ACTION STEPS



Goal 1: Build a sustainable, effective and accountable HAH

Steering Committee (Lead: Dave Brown)

Objectives:

1. Create systems to ensure ongoing accountability to approved action plan
2. Create systems to ensure sustainability of HAH
3. Develop policies to facilitate consistency in and shared understanding of governance and operating practices

Goal 2. Create a central communications function/network that will serve HAH's work

Communications Committee (Chairperson: Hollie Vanderzee)

Objective 1: To develop an HAH brand

Activities:

- a. Develop a concise HAH message to be incorporated in communications
- b. Create an Elevator Pitch
- c. Create HAH logo
- d. Work with HAH Subcommittees to develop 3-5 talking points
- e. Work with HAH Subcommittees to compile their human interest stories

Objective 2: To expand and maintain the Master Data Base

Activities:

- a. Update volunteer data base
- b. Update Community Groups database
- c. Expand and update Media data base
- d. Create and update data base of collaborating organizations

Objective 3: To develop a communication/information flow strategy/structure

Activities:

- a. Work with Exec. and Steering Committee to establish flow strategy/structure for all external communications
- b. Write at least 6 press releases 2016
- c. Create at least 4 HAH programs for Harpswell TV in 2016
- d. Create HAH radio interviews
- e. Develop Master Digital Photo File
- f. Add and maintain a Senior Resource Page to the Town Website
- g. Expand HAH content on Town Website
- h. Develop HAH newsletter for email and printed distribution
- i. Work with Subcommittee Chairs to create flyers as needed
- j. Create HAH Facebook Page

- k. Develop HAH information cards for distribution
- l. Support HAH participation in an Annual Wellness Fair
- m. Develop an HAH Brochure
- n. Create an HAH Website

Goal 3. Develop information and raise awareness of existing elder services and resources

Steering Committee (Lead: Jessica Maurer)

Objective: Increase the awareness of supports and services that are available to older adults in Harpswell and the efficacy of referrals made to older adults by town officials.

Activities:

- a. Identify the general (non-health, food, chores, home repair) supports and services available to older adults and their caregivers in Harpswell
- b. Work with other committees to secure information on top level health, food, chores, home repair services
- c. Create general resource content to be used on town website and in information flyer to be used by town officials
- d. Work with town officials to ensure that town staff person who gives primary information out to Harpswell residents has up-to-date information and understands the resources available to older adults in Harpswell
- e. Work with town administrator to determine level of support town can offer to get information out to Harpswell residents about available supports and services
- f. Work with fire/rescue and public safety to ensure that vulnerable older adults receive information about available services at point of engagement
- g. Work with Communications Committee to determine best way to provide on-going communication about general services, including through social media and at town events

Goal 4. Enhance the availability of home repair services available to older adults

Home Repair Committee (Chairperson: Bob Bauman)

Objective 1: Talk with local programs offering home maintenance to identify sources of support.

Activities:

- a. For the use of Harpswell older adults who can pay for these services, compile a list of reliable home repair service contractors.
- b. For the use of Harpswell older adults who cannot pay for these services, meet and attempt to collaborate with available home repair service organizations in the area. These 11 currently known organizations include Habitat for Humanity Regulars in Bath, the Handy Brigade in Bowdoinham, EZ Fix and Spectrum Generations in Brunswick, Aging Excellence in Brunswick, Rebuilding Together in Boothbay Harbor, Harpswell and Brunswick churches, local Boy Scouts, Harpswell Coastal Academy, and Mount Ararat High School.
- c. Set up a process for coordinating with the Chores and Food Services Committee when working with organizations that also provide chores services.

Objective 2: Expand committee to include Harpswell volunteers

Activities:

- a. Recruit two additional Home Repair Committee members.

- b. Recruit a number of Harpswell volunteers to do home repair work with nonprofit service organizations with whom we are collaborating.

Objective 3: Identify potential projects for HAH to arrange home maintenance services for older adults

Activities:

- a. Create and post HAH flyers.
- b. Prepare and submit a press release.
- c. Prepare an article for the Town Website.
- d. Participate in Annual Wellness Fair.
- e. Create an article for the HAH Newsletter.
- f. Create a Home Repairs section for the HAH Website

Objective 4: Carry out 3 to 5 projects this year to develop approach and build capacity

Activities:

- a. Identify a senior in need of home repairs but unable to pay for them. For this action, work with local clergy, health care professionals and town officials.
- b. Identify a home repair service organization to do the work. For this, we will use one of the service organizations recruited for Objective 1, which we just discussed.
- c. The third of these three actions occurs upon completion of the project. This action is to follow up with the senior and the service organization to measure level of satisfaction, and identify ways to make our process better and improve its results.

Goal 5. Improve the availability of transportation to older adults who do not drive

Transportation Committee (Chairperson: Hugh Hardcastle)

Objective 1: Grow the volunteer transportation network (VTN) that currently serves older adults in Harpswell

Activities:

- a. Make contact with People Plus (PP) to understand their program
- b. Expand number of Harpswell volunteers in the VTN
- c. Use communication network to do outreach to older adults who may need rides but not know about the VTN
- d. Explore the possibility to expand the VTN to include weekends

Objective 2: Expand the types of transportation available to older adults in Harpswell

Activities:

- a. Work with Town to determine what options exist for on-demand public transportation
- b. Identify partners who could help HAH make use of the Harpswell Coastal Academy vans to provide volunteer transportation off-school hours
- c. Investigate ride-share programs around the state, region and nation to determine if a successful model exists that could be deployed in Harpswell
- d. Explore expansion of the Senior Companion Program into Harpswell

Objective 3: Increase older driver safety

Activities:

- a. Partner with AARP and Sheriff's Office to bring the AARP safe driver program to Harpswell regularly

- b. Promote the AARP safe driver program and available alternatives available to driving
- c. Explore other programs that promote older driver safety and help family members and others to start a conversation about hanging up the keys

Goal 6. Enhance the availability of social, educational and physical activity opportunities for older adults

Social, Educational and Physical Activities Committee (TBD)

Objectives:

- 1. Identify current social, educational and physical activity opportunities available to older adults and the means of communication
- 2. Work with Communications Committee to determine best way to share information about existing events
- 3. Work with town partners to increase the number and kinds of social, educational and physical opportunities available to older adults

Goal 7. Expand senior access to chore and food services

Chores and food Committee (Chairperson: Surrey Hardcastle)

Objective 1a: Create a database listing paid services for housekeeping and other routine chores

Activity: Create a spreadsheet listing household service agencies, chores and fees

Objective 1b: To create a database listing of volunteers services that provide companionship and, at times, minor household tasks

Activities:

- a. Create a spreadsheet of agencies that provide volunteer companion/chore services
- b. Investigate the possibility of service organizations providing this service (Girl Scouts, churches, etc.)

Objective 1c: To create a database listing the availability of food which can be purchased and delivered to the home

Activity: Make a list of delivery food services

Objective 1d: To create a database listing the availability of food which can be prepared or delivered to the home free of charge

Activities:

- a. Investigate Meals on Wheels
- b. Check to see if other groups are doing this and whether this could be expanded
- c. Investigate if there are local restaurants that would support this program in any way.

Objective 2a: To enhance the availability to provide support to older adults to access household chores.

Activity:

- a. Create a spreadsheet of agencies that provide volunteer companion/chores services
- b. Investigate the possibility of service organizations providing this service (girl scouts, churches, etc)

Objective 2b: Coordinate with Mid Coast Hunger Prevention Project (MCHPP) regarding services to Harpswell older adults and distribution of information

Activities:

- a. Get comprehensive information of all services available and the criteria, if there is any
- b. Get comprehensive information of all services available and the criteria, if there is any
- c. Determine if MCHPP will partner with HAH's C/F group on cooking group project

Objective 3: Create a cooperative cooking program to provide meals and socialization for older adults

Activities:

- a. Investigate models used elsewhere
- b. Check to see if there are any government food requirements or restrictions
- c. See if MCHPP, People Plus or the town recreation department would like to partner with us
- d. Determine financing, location
- e. Determine format, supplies needed, menu, charge person, etc.
- f. Pilot program
- g. Review program to see if it could be expanded
- h. Locate other areas where it could be replicated
- i. Replicate program by other groups

Objective 4: Communicate information to the HAH communications committee

Activities:

- a. Develop a system of approval of information
- b. Develop a system of sharing information with Communications Committee
- c. Organization of material to be presented

Objective 5: To follow up with Catholic Charities regarding Independent Support Service

Activities:

- a. Set up meeting with ISS to determine current status
- b. See if it would be possible to recruit local workers
- c. See if community knows about this service and how they would quality
- d. Potentially add info to resource list
- e. Write up and end to communications for disbursement

Goal 8: Expand senior access to health and wellness options

Health and Wellness Committee (Chairperson: Kathie Tarrell)

Objective 1: Increase information about home health care supports and services available to older adults in Harpswell

Activities:

- a. Agree on way to identify trustworthy home health care providers who service Harpswell and determine best way to share information about these providers.
- b. Identify trustworthy health care supports and services available in Harpswell, investigate the scope of those services and use communication channels to share this information with older adults. Said supports and services to include, but not be limited to:
 - Pharmacy home delivery options

- Parish nurses
- Medical equipment loan program
- Personal support services
- Home health care services
- Respite care and adult day services
- Exercise programming
- Free care
- Local health screenings

Objective 2: Grow health care supports and services currently available to older adults in Harpswell.

Activities:

- a. Investigate parish nursing programs in other communities and determine if there is a formal parish nursing model that could be developed in Harpswell
- b. Explore feasibility of hosting an annual wellness fair in partnership with the town and fire/rescue
- c. Work with town recreational director to increase the number of offerings to older adults in Harpswell (for instance, partner with Spectrum Generations to bring matter of balance or savvy caregiver training classes to Harpswell)
- d. Identify any gaps in services and supports and determine best way to fill those gaps

Objective Three: Increase wellness and safety of vulnerable older adults in Harpswell

Activity:

Explore current emergency management plans that exist to support the health needs of vulnerable older adults during an emergency (power outage, hurricane, extreme heat/cold) and community based responses that can increase safety during natural emergencies (i.e. go bags, communications networks, warming/cooling centers, etc.)

Harpswell Communications Mapping Project

In August 2015, Harpswell Aging at Home (HAH) launched a community survey to understand how older adults are aging in Harpswell, how they get information and what they identify as top needs. Even before the survey was concluded, initial findings were consistent with what is generally known about how older adults get their information about resources – they read the newspaper and they rely on word of mouth from family, friends, neighbors and church.

As the HAH Steering Committee wanted to get started on some piece of the work while we were conducting the assessment, we agreed that “mapping” both the formal and informal lines of communication in Harpswell would be a productive endeavor. Our goal was two-fold: we wanted to understand the social network that already supports folks in Harpswell and to discover if our informal networks could provide an effective communication channel for HAH.

As a Steering Committee of 17, we brainstormed every community group we knew and provided two volunteers with primary contact information for each group. We also checked the town website which maintains a list of community groups. Individually, in between Steering Committee meetings, we spoke to our friends and neighbors about other groups and added to the list at the next meeting.

Once the list was relatively complete, two volunteers made calls to the primary contact of each group, introduced HAH, asked about the group (how often did they meet, how often did they communicate and how, what they did, who was in charge, etc.) and asked if the group would be willing to use their contact lists to send info from HAH to their members.

The project took several months to complete because we were fully engaged in the assessment process at the same time. In the end, we identified 35 formal and informal community organizations that were willing to help us get information out into the community through their communications channels. And, we learned a lot about what resources people had to share, identified new opportunities and gained several volunteers along the way!

The formal lines of communication include our local public access television station, radio station and newspaper. The organizational lines of communications included all three of our volunteer fire departments, all of our churches, our two libraries, our land trust, our historical society, and two town-based committees. Because of our early connection to the television station and newspaper, upon release of our report, we were able to do a TV spot highlighting the findings so the entire community could hear the results and learn of our plans. The same is true for the paper.

The informal lines of communications we mapped includes three knitting and/or quilting groups, three book clubs, two exercise groups, a garden club, three card-playing groups, a yacht club, a breakfast club, a local issue group, and a few mission-based groups. We’ve already begun using these informal lines to recruit volunteer drivers and share information about a free volunteer driver program available to our residents. We will continue to update our list as we find new informal groups willing to help us spread the word.

HAH Committee Planning Process Tool

Subcommittee Name:

Subcommittee Goal:

Scribe:

Step 1

Question: What do you know about the opportunities and resources that already exist that will help you meet your committee's goal?

For example: the town will add a senior resource page to the town website and we have enough information to create it; People Plus has a volunteer transportation network that serves Harpswell; the HNFd already has a small medical equipment loan program and wants to expand; the Harpswell TV station and paper will offer us regular opportunities to share info; there are volunteer home repair models in operation in ME, etc.

Action: Brainstorm and create a list.

-

Step 2

Questions: What do you need to know before you can fully develop an action plan? What research needs to be done to identify additional resources that will help you meet your committee's goal?

Action: Brainstorm and create a list.

-

Step 3

Question: What is your plan to identify additional resources to help you meet your committee's goal?

Action: Identify who will do what and by when. Identify how and when you will report back to your committee.

-

Step 4

Question: Considering the opportunities/resources generated in Step 1, are there things you can begin doing to capitalize on these opportunities?

Note, the answer at this point may be "no" and you may come back to this step in a subsequent meeting after you gather more information as envisioned in Step 3.

Action: If the answer is yes, generate broad objectives (a generalized action step) for each opportunity/resource that is ready to move toward action.

For example: create a senior resource page on the town website; increase usage of People Plus VTN; establish a regular column in the Anchor; engage HNFD to grow and promote their medical equipment loan program, etc.

Step 5

Question: From the list of opportunities generated in Step 4, what are the easiest objectives to achieve and what are the hardest?

Action: Rank the opportunities generated in Step 1, from easiest to accomplish to the hardest to accomplish.

Step 6

Question: What will we do to accomplish the easiest objective?

Action: Build out the action steps, including who will do what and by when. Identify how you will report back to your committee.

(You can use the Action Plan template shared at our retreat).

Step 7

Repeat Step 6 for the second ranked existing opportunity (from Step 5), and so on.

You likely won't have time to reach this step, but the prior steps will provide you with a broad roadmap. You can build in some action planning time to each of your meetings to build out a fuller action plan.

Note: This is a process intended to flesh out the full work of the committee over the next year or several years. This is a brainstorming endeavor grounded in what is known and what we need to discover. No one on a committee should take on more tasks than they can handle. We are building this initiative to be sustainable, so committees are urged to start small and have a few easy victories.

HAH Action Step Planning Tool

SUBCOMMITTEE:					
SUBCOMMITTEE GOAL:					
OBJECTIVE:					
Today's Date:			Objective Completion Date:		
Action Step (what needs to be done?) Number your steps sequentially, if possible.	Person(s) Responsible (who should take action to complete this step?)	Target Date (when should this step be completed?)	Resources Needed (what do you need to complete this step?)	Challenges (are there any challenges that will impede progress, how will you overcome them?)	Completion (was this step successfully completed? any new steps needed to complete the step?)

HAH Monthly Reporting Form

Goal:

Objective:

1. What Happened?

Review Action Steps your Committee worked on since you last provided a report. Report can be given verbally, as long as Steering Committee Secretary captures the content of your report.

2. Success

Highlight areas of success you want to share with Steering Committee? Are there any suggestions you would offer other subcommittees based on the success you experienced?

3. Challenges

Identify challenges you encountered to share with the Steering Committee. Is there anything members of the Steering Committee can offer by way of assistance?

4. New Resources Found

Did you uncover any new resources to add to the ongoing list of resources maintained by the Communications Subcommittee and to share in detail with the Steering Committee?

5. New Resources Needed

Are there any resources you need that Steering Committee members might assist you in obtaining?

6. New Actions

Have any challenges that have resulted in changes to your plan?

Harpswell Aging at Home Steering Committee Organization

Introduction

Harpswell Aging at Home (HAH) exists to improve the options for people aging at home in Harpswell. The Steering Committee coordinates HAH's activities. It anticipates working with groups from the different regions of the town as well as people involved in different activities.

Steering Committee Membership

The membership will range between 12 and 16 people.

Membership Terms

Current members will be given the opportunity to serve for one year from January to December, 2016. Beginning in January, 2017, based on preference, some members will serve for two years and others for one year, to establish staggered terms. Members can serve an unlimited number of consecutive terms. Steering Committee members are expected to attend a majority of meetings and be active in HAH activities. Vacant seats on the Committee will be filled by agreement of the remaining members, taking geographical divisions and program activities into account.

Consensus Decision Making

The Steering Committee will use a consensus decision making model. In this model, members will be asked to indicate that they support, or can live with, or oppose a proposal. To make a consensus model work, all members have to agree that they'll not block the clear majority of members unless they really cannot live with the outcome. So, if ONE member opposes a proposal on a formal vote, that proposal is rejected and will be reworked until the Committee can find common ground the opposing member "can live with" or it is dropped entirely.

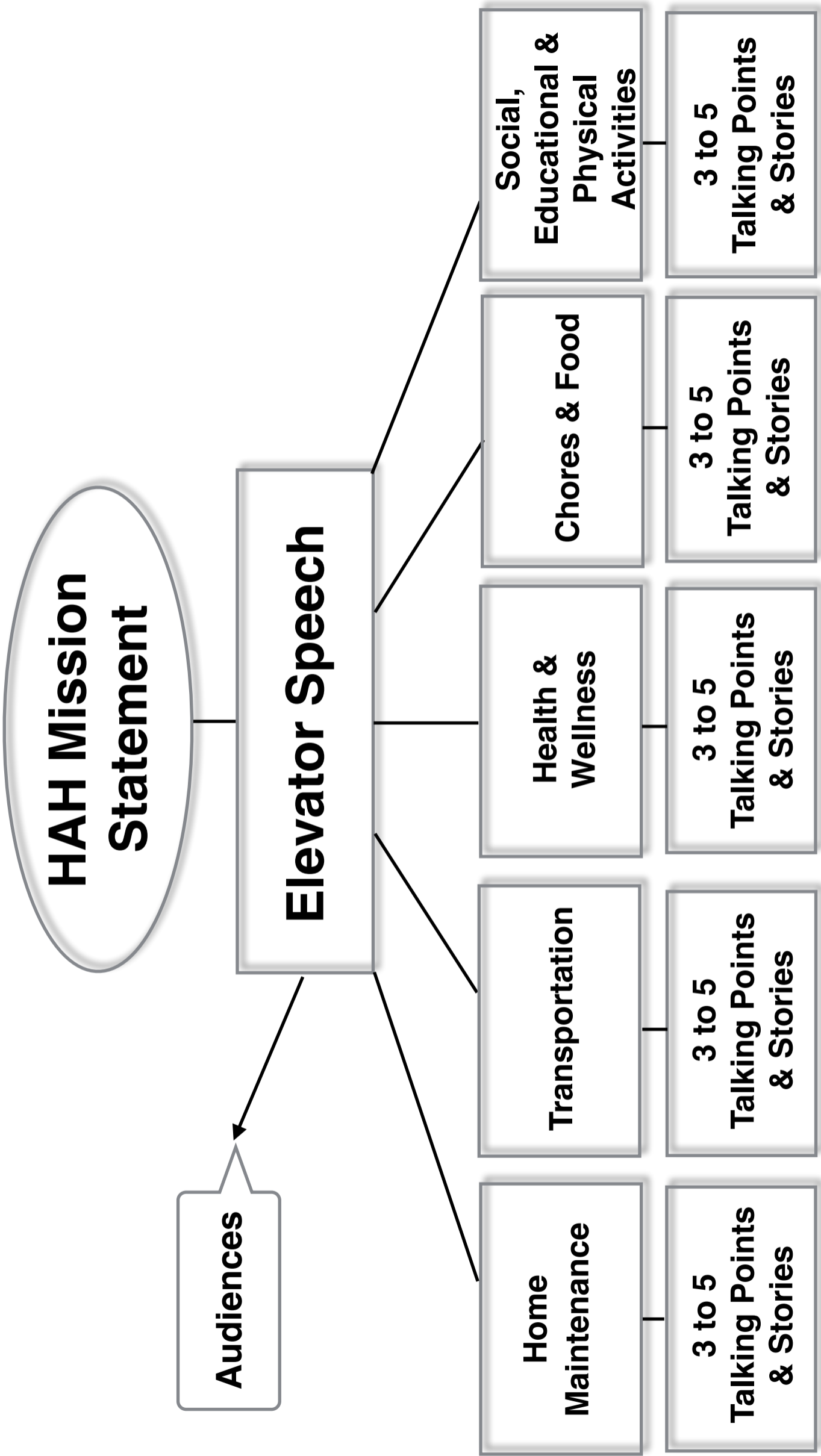
In the event that the consensus decision-making model does not work, a two thirds majority of the members may vote to abandon the consensus decision making model in favor of a majority rules model.

Executive Committee

An Executive Committee, composed of the conveners, the secretary, the chair of the Communications Committee, and at least two other members, will take responsibility for preparing recommendations and coordinating the work of the Steering Committee.

Adopted: December 12, 2015.
rev April 4, 2016

HAH BRANDING MESSAGES



HAH COMMUNICATIONS COMMITTEE FLOW CHART

