

**SOUTHEAST REGIONAL ELDERCARE COALITION  
WORKPLAN FY23-FY25 UPDATED JULY 27, 2022**

*WORK PLAN may include information such as detailed descriptions of activities (staffing, tasks, and deliverables), estimated timelines, etc.*

**SREC WORKPLAN INTRODUCTION**

Our workplan strategy is organized on a quarterly basis. The workplan is structured to include review, assessment, and modification quarterly to ensure we are meeting our objectives and to modify project efforts as needed. The first ‘quarter’ (Dec 1, 2022- Mar 31, 2023) will be dedicated to data gathering and informed via a robust regional organizational survey that serves multiple purposes of assessment (current services, turnover rates, recruitment activities, training activities, current client and employee satisfaction, etc.), gaps in service (needs that will be informed by as best practices model), and baseline data that will be used as a mechanism for judging outcome attainment. It is anticipated that the survey will require significant personal outreach to providers whose current staffing levels are already stretched thin.

Subsequent quarters will be dedicated to attaining specific outcomes but driven by quarterly reviews that ensure objectives and activities are being accomplished in a timely manner while redirecting and modifying any element of the project that needs modification.

Fiscal Year end reviews will allow staff to report to the Program Director regarding their area of expertise (Recruitment, Retention and Navigation) to fully inform a presentation (Fiscal Year End Report) to Coalition Steering Committee and recommendations for Year Two and Year Three Work Plan. The Program Director will use input from surveys, staff reports and recommendations from the Steering and Full Committee to enhance, modify, and improve elements of service provision for all staff.

**SREC WORKPLAN**

<b>FY23</b>				
<b>Quarter</b>	<b>Staff</b>	<b>Deliverable</b>	<b>Tasks</b>	<b>Timeline</b>
12/1/22-3/31/23	JEDC Hiring Team and SREC Steering Committee	Hire Program Director	JEDC will recruit, hire and onboard a new Program Director to be housed at JEDC with an empowered SREC Steering Committee that will provide eldercare expertise. PD may engage in a retreat with JEDC staff and SREC Steering Committee.	Hire: Dec 1, 2022
12/1/22-3/31/23	Program Director	<ol style="list-style-type: none"> <li>1. Hire Staff</li> <li>2. Initiate Research</li> <li>3. Website</li> </ol>	<ol style="list-style-type: none"> <li>1. Recruit, hire and onboard new staff. Negotiate co-location of staff with relevant agency and continue weekly check-ins regarding status. Program Director reporting monthly to Coalition of the whole and supporting committee structure</li> <li>2. Initiate research into Best Practices Eldercare Model, employer survey of Coalition Members to inform navigational tool and Navigational Tool outline</li> </ol>	<ol style="list-style-type: none"> <li>1. Staff onboard by 3/31</li> <li>2. Completed by 3/31</li> </ol>

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		<p>4. Contract</p> <p>5. Wage Supp</p>	<p>3. Maintain Website as Communication vehicle</p> <p>4. Work with Steering Committee to develop contracts between Provider and Client with family involvement where appropriate.</p> <p>5. Initiate research development of wage supp program (who, what, when, where, how, monitor for appropriate use, etc.)</p>	<p>3. Ongoing</p> <p>4. Complete 3/31</p> <p>5. Initiate Wage Supp by 4/1/23</p>
	Recruiter	Coordinate with AKDOL	<p>Begin training process as Recruiter using AKDOL and other desired services and mechanisms. Emphasize DSP recruitment initially. Develop processes for Coalition Members to submit staffing requests to Recruiter for all levels of positions.</p>	Ongoing Report weekly with PD
	Trainer	Coordinate with SERRC, UAS and other training entities	<p>Develop models of training opportunities to present to applicants that highlight advancement and ongoing career opportunities.</p> <p>Support initiation of the PATH Academy</p> <p>Begin training process with early emphasis on DSP providers. Work closely with Recruiter for referrals for training.</p>	Ongoing Report weekly with PO
	Navigator	Coordinate with SAIL	<p>Work with PO to develop Navigational Tool to be used by providers and clients to be housed on website and updated quarterly by Navigator. Begin meeting with providers and clients once navigational tool is in place and training completed.</p> <p>Develop a referral mechanism to Navigator from Coalition members.</p>	Ongoing Report weekly with PO
4/1-6/30/23	Program Director		<p>1. Report results of regional Employer survey to Coalition Members and introduce Navigational Tool</p> <p>2. Maintain Website as Communication vehicle</p> <p>3. Implement onsite contracts between Provider and Client with family involvement where appropriate.</p> <p>4. Initiate wage supp program (who, what, when, where, how, monitor for appropriate use, etc.)</p> <p>5. Supervise staff and continue weekly check-ins regarding status.</p>	Ongoing Weekly meeting with staff Monthly report to Steering Committee

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			<p>6. Staff Coalition reporting monthly to Coalition of the whole and supporting committee structure</p> <p>7. Begin preparations for the FY 24 Summit to be delivered in 2023/24</p> <p>8. Begin Fiscal Year Two Work Plan to be completed by:</p>	<p>2023/24</p> <p>July 1, 2023</p>
	Recruiter		<p>Continue dedicated Recruiter activities using all available resources, emphasizing DSP Recruitment.</p> <p>Report on success / proposed modifications of processes for Coalition Members to submit staffing requests to Recruiter for all levels of positions.</p>	<p>Ongoing</p> <p>Report weekly with PO</p>
	Trainer		<p>Path Academy should be fully operational, and Trainer will work closely with Recruiter for referrals for training, as well as coordinate with other training entities that can provide focused DSP Training in the region.</p>	<p>Ongoing</p> <p>Report weekly with PO</p>
	Navigator		<p>Navigational Tool should be operational and used for providers and clients to be housed on website and updated quarterly by Navigator.</p>	<p>Ongoing</p> <p>Report weekly with PO</p>
<b>FY24</b>				
<b>Quarter</b>	<b>Staff</b>	<b>Deliverable</b>	<b>Tasks</b>	<b>Timeline</b>
7/1/23-9/30/23	Program Director		<p>Present Fiscal Year End Report to Coalition Steering Committee and recommendations for Year Two Work Plan Use recommendations of Steering and Full Committee to enhance, modify, improve elements of service provision by all staff.</p>	<p>Report in July to Steering Committee re Work Plan and present to July Full Coalition</p>
	Recruiter		<p>Present Fiscal Year End Report to Program Director and recommendations for Year Two Work Plan</p>	<p>Report weekly with PO</p>
	Trainer		<p>Present Fiscal Year End Report to Program Director and recommendations for Year Two Work Plan</p>	<p>Report weekly with PO</p>
	Navigator		<p>Present Fiscal Year End Report to Program Director and recommendations for Year Two Work Plan</p>	<p>Report weekly with PO</p>
10/1/23-12/31/23	Program Director		<p>Objectives and Activities to be determined via strategic planning and assessment of activities.</p>	
1/1/24-3/31/24	Program Director		<p>Objectives and Activities to be determined via strategic planning and assessment of activities.</p>	

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4/1/24-6/30/24	Program Director		Objectives and Activities to be determined via strategic planning and assessment of activities.	
<b>FY25</b>				
<b>Quarter</b>	<b>Staff</b>	<b>Deliverable</b>	<b>Tasks</b>	
7/1/24-9/30/24	Program Director		Present Fiscal Year End Report to Coalition Steering Committee and recommendation for Year Three Work Plan	
10/1/24-12/31/24	Program Director		Objectives and Activities to be determined via strategic planning and assessment of activities.	
1/1/25-3/31/25	Program Director		Objectives and Activities to be determined via strategic planning and assessment of activities.	
4/1/25 - 6/30/25	Program Director		Objectives and Activities to be determined via strategic planning and assessment of activities.	

**DETAILED OUTCOMES/GOALS, OBJECTIVES AND ACTIVITIES**

**1. Goal/Outcome: Develop a *model of elder care* based on best practices and implement the model utilizing four support system positions (Program Director, Recruiter, Trainer and Navigator) that: *improves availability* of service to elders, *improves quality and coordination of care*, and *increases satisfaction of clients and families* by providing services with care, dignity and compassion. (Measurable outcomes: *availability of staff, quality of skillsets, and satisfaction of client, employee and employers*)**

- a) Objective: JEDC will recruit, hire, and oversee positions in concert with the SREC Steering Committee who will provide expertise in eldercare. Consider co-location of positions for ease of performing required tasks (example: Recruiter at AKDOLWD). The JEDC Executive Director and the Coalition Steering Committee will have responsibility for overseeing progress, making recommendations, and supervising the Program Director. The Program Director will have responsibility for direct supervision of the Navigator, Recruiter and Trainer regardless of co-location in the community although it is the expectation that positions will collaborate with partner agencies.
  - i) Program Director: JEDC will recruit, hire and oversee the position in concert with the SREC Steering Committee. This is intended to be a collaborative relationship with SREC Steering Committee empowered to provide eldercare expertise. (See Job Description)
    - (1) Enact and maintain vision of the SREC via the outlined deliverables and work plan with emphasis on regional and cultural needs specific to Southeast Alaska.
    - (2) Provide leadership to Recruiter, Trainer, and Navigator to ensure cohesive and coordinated activities.
    - (3) Provide direction to a Media Consultant regarding outreach (web, recruitment activities, etc.)
  - ii) Outreach/Recruitment Coordinator: Potentially co-located with AK Department of Labor and Workforce Development (AKDOLWD) Job Service with direct reporting to Program Director. (See Job Description)

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- iii) Trainer: Potentially co-located with a training entity to help implement and continue facilitation of the Path Academy, as well as position specific training (i.e., DSP) with direct reporting to Program Director e. (See Job Description)
- iv) Navigator: Potentially co-located with SAIL to ensure cohesion with ADRC and coordination with CCS to enable access throughout SE Alaska via Senior Centers (in 11 hub communities) with direct reporting to Program Director. (See Job Description)
- b) Objectives: Research relevant programs that could be models for moving forward with a Southeast region focused project that will identify service availability and gaps in service in SE that further informs a navigational tool for use by providers and clients (region specific) with emphasis on regional needs including culturally relevant needs/training.
  - i) Activity: Using member and nonmember information, develop a comprehensive list of eldercare providers currently available in the southeast region that will become the regional Navigational Tool for both clients and providers and in the future will be a mechanism for a Navigator to use to assist both clients and providers.
  - ii) Activity: Develop and maintain a crosswalk document that describes positions providing in home care for elderly or people with disabilities including a glossary of commonly used terms in eldercare that is not Alaska specific (employer specific tool).
  - iii) Activity: Determine if a survey exists or develop an appropriate survey that will help potential employees determine their level of comfort with various elements of eldercare to help place employees in the most appropriate setting (employer specific tool).
  - iv) Activity: Provide Coalition with an overview of Best Practices for Retention and what retention methods have proven ongoing success (employer specific tool).
- c) Objective: Develop a dual-purpose Eldercare Provider Navigational Tool and Clearinghouse document for DSP, CNA, OT, PT, RN positions based on research in Objective (b).
  - i) Activity: Using member and nonmember information, develop a comprehensive list of eldercare providers currently available in the southeast region. Gather all the needed relevant information in one survey with personal follow-up from the Program Director or Navigator to ensure efficiency of information gathering and minimal impact on providers re: info gathering.
  - ii) Activity: Poll AKDOLWD and other relevant organizations for similar tools and check for accuracy and completeness.
  - iii) Activity: This tool will need to be updated regularly (quarterly) by the Program Director and should thus be easy to manipulate and can be placed on the Coalition website.

**2. Goal/Outcome: Provide a centralized, informational hub for Southeast regional eldercare information dissemination via a 1) SREC website to be maintained for the benefit of eldercare providers that is a location for reports, general communication, and records retention, and 2) a SREC Summit to be hosted during the second or third year of the grant. These mechanisms will facilitate regional outreach and connection to the rural communities served to ensure communication is inclusive, culturally sensitive and encourages exchanges of information among providers. These outreach activities are intended to facilitate increased staff availability via recruitment and training activities targeting health care and related positions needed by Coalition members as identified in the Employer Survey. Utilize a Media Consultant to facilitate outreach efforts.**

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- a) Objective: deliver and maintain a basic website that contains the relevant information for public dissemination and coalition members only (documents, meeting agenda and minutes) to ensure transparency and ease of informational access.
  - i) Activity: List member organizations with a link to each organization, a list of funders (kudos), a PPT introduction to the organization, links to committees and their relevant meeting agendas and minutes.
  - ii) Activity: This will be the public face of the Coalition and a place to store final documents – some of which may contain fiscal information and will only be accessible to the appropriate members.
  - iii) Activity: The public shall have access to the introductory PPT, links to Best Practices and Training Opportunities, members and funders page, documents and appropriate links.
  - iv) Utilize a media consultant to facilitate outreach efforts.
- b) Objective: Develop and deliver a Regional Summit by 2023/2024.
  - i) Deliver: information to providers regarding Coalition efforts
  - ii) Deliver: training to Coalition leaders related to staff support,
  - iii) Deliver: training to Coalition provider staff on utilizing the services made available by the Coalition staff with presentations from the Recruiter, Trainer, and Navigator.
- c) Objective: Recruiter will manifest the Best Practice of a dedicated health care workforce development recruiter for the SE Region and will be responsible for increasing the number of candidates interested in health care positions.
  - i) Activity: Recruitment will initially focus on Direct Service Providers and then expand to positions that require more qualifications or certifications (CNA, RN, OT, PT, etc.). Recruitment will be personalized and focus on the ongoing promotional opportunities within the health care system. Recruitment will go beyond simply providing information to “interested” individuals and includes seeking out individuals who may be well suited for healthcare occupations (reverse recruiting).
  - ii) Activity: The Recruiter will work within the AKDOLWD Job Service to utilize the full array of tools and mechanisms for outreach already in place within that system, while concurrently engaged in independent recruitment activities that could include presentations, job fairs, other recruitment online services, etc.
    - (1) Recruiter will engage in reverse recruiting, exploring tax incentives, Fidelity Bonding, and other tools available within AKDOLWD, as well as tools to ensure broad outreach.
    - (2) Recruiter will also engage in “unique” outreach methods that require working in the community to find appropriate candidates such as reaching out to community groups, schools, churches, etc. (such as alaskanativehire.com and AK CAN)
  - iii) Activity: Recruiter will work with the Trainer to facilitate training opportunities for applicants, resolve wraparound service issues that could be barriers to work such as transportation, childcare, housing, etc., and assist in finding funding to resolve these issues through the resources available through the Coalition.
  - iv) Activity: Recruiter will work throughout the region via the 11 Southeast Regional Senior Centers operated by Catholic Community Service. This will be primarily facilitated via online mechanisms (Zoom, etc.) and may include some travel.
  - v) Activity: Utilize a media consultant to facilitate effective outreach efforts.
- d) Objective: Trainer will increase the number of people trained and available for health care positions, as well as coordinate training for DSP’s, CNA and entry level positions to ensure consistency of training across organizations.

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- i) Activity: assist in bringing the PATH Academy to SE Alaska (patterned after the Mat Su Program) in collaboration with the University of Alaska and Health Workforce (Anchorage) and the AK Workforce Investment Board to ensure timely, local and consistent training to entry level workforce
- ii) Activity: Utilize a media consultant to facilitate outreach efforts.
- iii) Activity: Initial outreach has already indicated that this task can be accomplished with the help of the Workforce Investment Board and AHEC (Alaska Health Education Centers).
- iv) Activity: Trainer will work with SE Regional Resource Center, the University of Alaska (Center for Rural Health and Health Workforce (Anchorage), the Alaska Mental Health Trust Training Cooperative and Alaska Area Health Education Centers (AHEC)), the State of Alaska DHSS SHARP Program (statewide support-for-service providing partial financial support to healthcare practitioners) and other organizations that offer specialized training to provide a broad array of opportunities to potential employees.
- v) Activity: Trainer will work with various funding entities (State Training and Employment Program tuition funds, SHARP program loan forgiveness program, etc.) to ensure applicants are provided opportunity to receive support in their academic efforts.
  - (1) Recruitment of entry level positions can be enhanced with advancement capability within the healthcare field and this position will help applicants (unemployed or employed) access funding for advanced training in the healthcare field.
  - (2) The Trainer will assist individuals with student loans access or applying for loan forgiveness.

**3. Goal/Outcome: Develop and pilot a wage supplementation program initially aimed specifically at DSP's that provides Coalition members with the ability to enhance wage and benefits within their program to measure the effect of those enhancements on retention over a two-year period.**

- a) Objectives: Determine successful models of Wage Supplementation and apply parameters to our model.
  - i) Activities: The Program Director will research successful models and develop a model based on best practices and adapted to meet our unique geographic and cultural needs in SE Alaska that will ensure equity of availability to regional providers.
  - ii) Activities: The Program Director will be responsible for the development of a Program Model that includes easy to use monitoring and reporting parameters for employers engaged in the Wage Supp Program.
- b) Objective: Initiating application process for providers for the Wage Supplementation Project ensuring clear understanding of monitoring, oversight and reporting parameters.
  - i) Activities: Onboard each organization chosen to participate and provide logistical support during the full period of implementation.
  - ii) Activities: Hold regular monthly or quarterly meetings with each organization to ensure proper use of funds and proper monitoring.
- c) Objective: Program Director will provide Quarterly Reporting on the status of each organization utilizing the wage supp program.
  - i) Activities: Initial surveys will provide data on employer, employee and client satisfaction as a baseline for the project.
  - ii) Activities: Ongoing employer, employee and client surveys will inform progress of the wage supp program.

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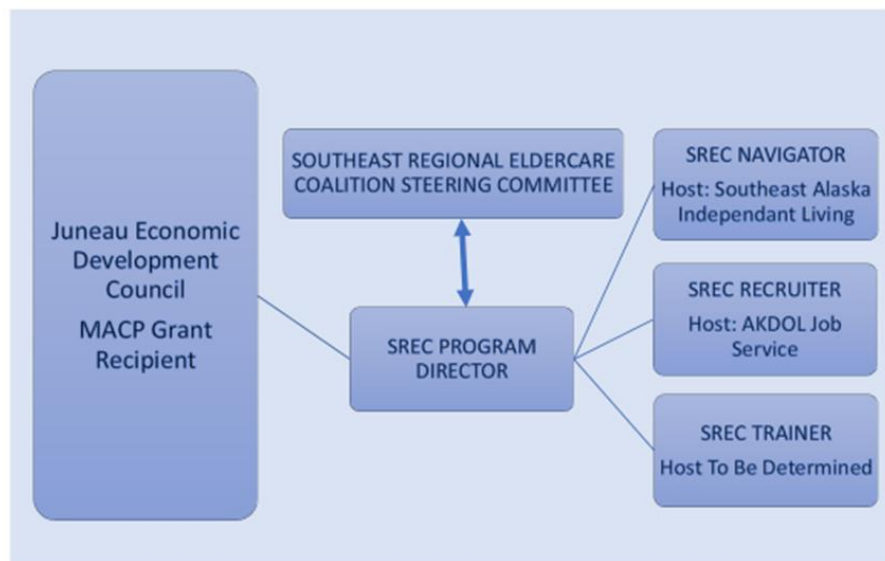
*Success will be measured by increasing the availability of service to elders, improved quality of care and increased satisfaction of clients and families by providing services with care, dignity and compassion.*

### SREC ORGANIZATIONAL CHARTS

The Juneau Economic Development Council will be the grant recipient and provide fiscal oversight to participating agencies and organizations. The Southeast Regional Eldercare Coalition will provide eldercare expertise and guidance in concert with JEDC. We are currently reorganizing the Steering Committee to ensure regional representation and allocate specific duties to the SREC Steering Committee to ensure cohesive oversight. The Program Director will provide supervision to the three SREC positions and ensure collaboration amongst providers, as well as connectivity to the SREC.

Catholic Community Service (CCS) will provide access throughout the region via the eleven (11) CCS Senior Centers that will be the vehicle for outreach to clients in the smaller communities. Southeast Alaska Independent Living (SAIL), the current ARDC, will host the Navigator. Southeast Regional Resource Center, Juneau's Training Center that serves the entire southeast region has been identified as a potential PATH Academy venue and other training entities will be engaged to provide region wide and accessible training. The Department of Labor and Workforce Development Juneau Job Service serves all of Southeast and may host Eldercare Outreach/Recruiter Coordinator. Please see attached Job Descriptions.

The following diagrams provide a vision of staff relationships with JEDC, SRED and host organizations.



The second diagram is intended to display the interrelationship of SREC positions with regard to eldercare in Southeast Alaska. Ultimately the goal is for Clients to experience improved care and care coordination via a robust system that collaborates within all the elements needed. This graph highlights opportunities for Employers to use the Recruiting and Training Coordinators in two ways: before and during employment to



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enhance skills and continue career progression. The Navigator is intended to assist Clients and Families navigate the eldercare system to find the appropriate provider, obtain assistance with funding and ensure client needs are met.

**Employers** will seek **Employees** via the **Recruiter and Trainer** with the **Program Director**.  
**Clients** will interact with the **Employer** directly or via the **Navigator**.

