

SMAA Strategic Plan 2021-2024

Our Vision, Mission, and Values

SMAA's **vision** is that older adults live to their fullest potential.

We are setting the foundation with our **mission**, which is to be the focal point in York and Cumberland Counties for resources, services and information to empower older adults, adults with disabilities, and their care partners to reach their fullest potential.

Our **values** of *Adaptability, Dedication, and Compassion* guide us in our work.

Situation Analysis:

The Southern Maine Agency on Aging has a strong history of developing new and innovative programming to meet the needs of older adults and their care partners. Today, with the need greater than ever, **we are positioned to make a bigger impact on older adults in Southern Maine.** We believe that it is our responsibility to take bold steps forward on behalf of the population we serve. Our dedication to serving the well-being of older adults, and providing person-centered care, remains paramount.

With the ever-increasing number of older adults in Maine, there is an urgent need for innovative solutions that can yield not just incremental but truly transformational change and measurable impact. By continuing to grow our organizational capacity and expanding the necessary infrastructure, SMAA is well-positioned to continue its leadership role to meet the needs of some of our most vulnerable community members--older adults and disabled adults who *do not* have family members, loved ones, and frequent and regular social interactions.

As we move forward, we are committed to maintaining and strengthening how we serve our clients today, and remain grounded in the belief that older adults thrive and have better outcomes when they are **connected** to individuals, organizations, and community members. **In practice, this means that we will continue to run and build upon the core programs that allow us to serve older adults today. We will stay laser-focused on combatting social isolation, as we know this is a key driver of mental, physical and emotional health outcomes.**

To increase the impact we have on older adults in York and Cumberland Counties, **we recognize that a different approach and level of commitment is required.** We are prepared to take risks, to measure the impact of our services, to be held accountable, and to make a long-term commitment without the promise of immediate results. We will do this with the utmost care, taking the time needed to fully assess and plan for risks and contingencies: all the while grounded in the ever-present responsibility we have to our community's most vulnerable citizens. With eyes wide open, we are confident that this is the right time to move forward on behalf of older adults in need of social connection to enhance their well-being.

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SMAA Strategies	Action Steps
<p>1. Advance SMAA’s work with diverse communities</p>	<ul style="list-style-type: none"> ▪ Prioritize disaggregated data, reporting and measurement in all programs so that SMAA can measure progress ▪ Proactive outreach to underserved, high-priority client groups as defined by the Older Americans Act ▪ Commit to continued learning and best practice in diversity, equity and inclusion ▪ Execute on the DEI Committee workplan
<p>2. Expand SMAA’s role as a catalyst and convener for <u>social connection</u> for older adults in the community</p>	<ul style="list-style-type: none"> ▪ Demonstrate through data that SMAA programs reduce loneliness and social isolation, and therefore improve health and wellness of our clients ▪ Partner with others that are also addressing social isolation and create a partner network that is also committed to measuring impact ▪ Become the lead organization in our area for combatting social isolation/loneliness in older adults
<p>3. One SMAA Goal – Put the client at the center</p>	<ul style="list-style-type: none"> ▪ Give clients multiple ways to share feedback with us regularly – rate a call; online surveys; conduct calls after an appt; ct’e with mailed surveys; etc. ▪ Stay on top of evolving client needs and expectations with the help of the Advisory Council, DEI Committee, client surveys, OADS, etc. ▪ Place a premium on the client and their experience with the service, program, and organization ▪ Identify and fix internal bottlenecks that have a direct impact on the experience for the client on the other end ▪ Train staff on customer-centered values/service. Empower staff and cross-train staff and teams so they can identify needs that SMAA can address beyond one individual program ▪ Reduce silos within the organization ▪ Get an overall holistic understanding of client sentiment towards SMAA so that we can evaluate the effectiveness of what we’re doing (is it matching the brand we want to promote?)
<p>4. Build community awareness and support</p>	<p>Build brand clarity and recognition in our existing and new communities, based on our foundation of trust</p> <ul style="list-style-type: none"> ▪ Develop and implement a comprehensive communications campaign for SMAA and SMAA’s 50th anniversary ▪ Utilize volunteers as SMAA ambassadors ▪ Through partnerships, increase community awareness by cross-publishing and cross-promoting within already existing networks <p>Advance SMAA’s sustainability through expanded philanthropic engagement, fee-for-service programming, and continued partnerships in healthcare.</p> <ul style="list-style-type: none"> ▪ Increase major gifts effort to fund both current and potential SMAA strategies

	<ul style="list-style-type: none"> ▪ Continue to pursue pilot projects and contract partnerships with health care systems, providers, and third party payers ▪ Reopen adult day programming in a financially sustainable way so that SMAA can grow its unrestricted revenue sources
<p>5. Grow SMAA's organizational capacity</p>	<ul style="list-style-type: none"> ▪ People – Ensure that we have the staff and board capacity to deliver on our strategic plan. Promote a culture of leadership within the organization and make SMAA a sought-after employer ▪ Measurement – Establish how we will track our progress on a quarterly and annual basis. Commit to data and analyze, report on, and measure over time ▪ Service Enterprise – Embed Service Enterprise practices across the organization to increase client access to services and leverage staff expertise ▪ Technology Infrastructure – Assess, plan and implement the infrastructure needed to scale our services digitally