

LTCCC –Annual Retreat  
July 14, 2016  
**SUMMARY**

**Participants:**

Traci Dobronravova	Cindy Kauffman	Jessica Lehman
Margy Baran	Jacy Cohen	Benson Nadell
Valerie Coleman	Vince Crisotomo	Austin Ord
Ramona Davies	Kelly Dearman	Anne Romero
Mivic Hirose	Samantha Hogg	Kelly Hiramoto
Marie Jobling	Dan Kaplan	Mark Burns
Shireen McSpadden	Sandy Mori	Cassandra Chan
Anne Quaintance	Chip Supanich	Ruth Gay
Jennifer Walsh	Abbie Yant	Bill Hirsch

**[PLEASE EDIT]**

**Facilitator:** Diane Krantz

**Chart-Writer:** Megan McCarthy

**Overview:**

The Council’s 2016 Annual Retreat was focused on process. Traci opened the session welcoming participants and asking for their assistance in clarifying and making more explicit how Council work should get done. Traci identified the retreat goal: “Defining What Success Looks Like for the Council and Workgroups, Especially in Relation to Policy.”

Accordingly, the retreat was structured to elicit participant input on : 1)the Council’s mission statement-- its resonance and/or shortcomings, 2) Workgroups-- how to borrow from examples of success and frame each workgroup’s efforts around a common strategic template, 3) the Council itself--rethinking how to integrate, amplify and synergize workgroup activity into a compelling Policy Agenda and establish accountability for delivering results. Proceedings on these topics are summarized below.

**Mission Refresher:**

To ground discussion on process issues, participants were asked to review the Council’s current mission statement and identify how this resonates for them or falls short. A handout included both one sentence directly addressing the Council’s mission and an additional paragraph describing the Council’s structure and activities.

One participant noted that words like “guide,” as written into the mission statement, and “make recommendations and serve as an advisory body,” as reflected in the descriptive paragraph, pointed to the Council’s vital role in reviewing and recommending policy. Several other participants echoed this

sentiment and elaborated on it: the Council's mission should embrace policy needs first and projects that flow from them second.

Two other participants felt the words "integrated network" and "community-based" most resonated for them. Others amplified on the importance of LTCCC being comprised of an inclusive and diverse group that reflected the larger community. One participant underscored that this composition better positioned the Council to support aging in place and give people the tools they need to do so.

As discussion ensued, a consensus seemed to emerge that the one-sentence mission statement should be revised to incorporate elements from the descriptive paragraph, make more explicit the Council's policy-making role and refresh verbiage (e.g., emphasizing supports more than services). One participant suggested that a vision statement should be developed in tandem with revising the mission statement.

### **Workgroups in Context:**

To frame consideration of how current workgroups function now and should function going forward, Cindy provided historical context: the Council has relied on workgroup priorities to inform the Council Strategic Plan/Policy Agenda, and this Agenda in turn feeds back to and helps shape future workgroup activity. Cindy noted, however, that the back and forth of this process could be made more explicit, as should be the acknowledgement that many workgroups can and should have limited lifespans.

Cindy provided the reference point of one successful workgroup, Dementia Care, and she noted certain parameters for its success. The workgroup was comprised of an expert panel. Their real work was less in identifying existing services --this "was a piece of cake" --but rather in recognizing gaps in those services and identifying future needs. They grouped those needs into categories and, after identifying transitional housing as one of them, appropriately handed this off topic to another workgroup.

The Dementia Care workgroup met for 4 years, but could have concluded its work sooner, according to Cindy. The workgroup can point to tangible outcomes, including a report out to the full Council, several detailed investigations that influenced the Strategic Plan, advocacy and funding for transportation escorts for people with dementia, and funding for training first responders and hospital personnel. Among the workgroup challenges were an exogenous influence: the Great Recession and their slow dispatch of overlapping issues that didn't fit within the Council's mission (e.g., transitional care).

Responding to Cindy's overview, several participants agreed that workgroups provide both an opportunity and obligation to identify and respond to current social and economic trends. Also, to be successful, workgroups should pursue

collaboration with other agencies and Council workgroups, and their work should be shaped by timelines for action and an evaluation process.

Asked for any other examples of a successful workgroup, Vince pointed to the LGBT Aging Committee. While this was actually a Committee of the Board of Supervisors and not an LTCCC workgroup, its work could be instructive since it effectively raised awareness at a policy level for the City to respond to a changing climate and emerging needs.

### **Defining Workgroup Success:**

Participants were asked to meet in their current workgroups (or to choose one if not currently assigned) and to begin filling out a strategic template to help each workgroup articulate its mission/vision, membership, policy need, goals and outcomes (short and long-term) and next steps/strategic plan. At the end of the 40 minutes allotted for this activity, virtually all workgroups chose to work through the announced 10-minute break, underscoring both the earnestness with which participants dove into the assignment and the ambitiousness of the assignment itself.

Each workgroup reported on its deliberations, as noted below.

#### Housing

- Vision: accessible, affordable housing for older adults and people with disabilities
- Goals: 1) Increase access to affordable housing for people at lowest income levels, 2) Ensure units have features for accessibility
- Strategy: to Develop an action plan to meet goals; also follow development of housing portal

#### Dementia Care and Excellence Oversight

- Mission: Implement recommendations of Dementia Panel
- Current membership: good, but expertise should be added as needed
- Policy need: Resources are dwindling while costs increase. Growing numbers won't have services. Therefore \$ must be spent differently
- Goals: better serve those in community, hospitalization project/coordinated care initiative, reach those invisible 2) increase expertise; present a policy paper on serving through mental health services, 3) focus on dementia diagnosis, 4) use Alzheimer Association data to leverage \$ and increase expertise. Long term: determine how to integrate into long-term care and supports; leverage efforts to get work out.
- Next Steps: Potentially create a new workgroup on hospitalization steps

#### HIV & Aging

- Vision: More broadly integrating older people w/ HIV into available services
- Membership: Need more representation of long term services

- Policy Need: Report regularly to Council
- Short-term Goals: 1) Services Coordinated, 2) more psycho-social support, 3) increased prevention activities
- Long-term Goals: 1) Transgender services, 2) Housing, 3) Regional plan, 4) Education on Sexual health, 5) Needs assessment, 6) enhanced cultural competency

### Finance & Policy

- Vision: To establish understanding and framework around the financing of services that LTCCC addresses and how changing trends influence available financing; to promote an open and transparent process
- Membership: Council members and other city reps.; attendance is inconsistent/spotty
- Policy: How to structure tracking? How do we inform the process of analysis on Council's policy and priorities?
- Outcomes: 1) promote understanding about financing services and consensus about system growth 2) use our expertise to inform other City initiatives, such as Dignity Fund (3 members of Council on Dignity Fund committee) and to inform how policy agenda rolls out
- Strategy: Start identifying priorities early; gain knowledge of city-wide financing issues thru a collaborative process

### Palliative Care Task Force

- Membership: diverse mix of health system practitioners, DAAS reps, palliative care experts. Nice variety but consistency of attendance a challenge
- Mission: Outreach, Education to users and social workers
- Goals: Develop Website; secure funding, determine how to best use resources
- Policy need: Raise awareness of palliative care; boost cultural competency in order to reach more people
- Outcomes; Standardizing participation; promote outreach thru collaboration

### Aging and Disability Friendly SF

- Was on hiatus; in process of transitioning to task force and determining what a larger workgroup looks like.
- Vision: to make tangible improvements and address the larger issues
- Membership: provider agencies and the City
- Goals: Need to do baseline assessment; short term and long term goals in discussion
- Develop a project oriented task force; look back

### **Defining Council Success**

To shift focus from workgroup success to overall Council impact, participants were divided among three groups and asked to consider questions related to one of the

following topics: Becoming A More Effective Advisory Body, Developing an Optimal Policy Agenda, and Fostering a Culture of Accountability. Once again, participants embraced this assignment and did important work identifying key concerns and overall approaches; and again time constraints and the ambitiousness of the ask pointed to the advisability of subsequent follow-up and refinement. Report outs are summarized below.

#### Becoming a More Effective Advisory Body

- Council should meet w/ Mayor's office 2 times annually
- Regular meetings w/ Budget director and liaison as well
- Meetings should occur in Fall when Policy Agenda is presented
- Formalize workgroup involvement in setting Policy Agenda
- At Mayor meetings, Council should present Policy Agenda, not just ask for \$
- Messages at Mayor meetings should be carefully honed and coordinated
- Workgroup membership should be present when Mayor ask is related to workgroup activity
- Reports back to Council post-meetings
- Workgroups should report to Council in a formalized process quarterly or twice a year
- No two workgroups report at same time to promote better understanding of each.
- Communication tools should be standardized; LTCCC position, Policy Agenda and script

#### Developing an Optimal Policy Agenda

- Each workgroup should create a policy agenda and an associated budget
- Workgroup goals should be revisited qrtly
- If there is a financial question, Finance Workgroup should be consulted
- Policy Agenda should be discussed in September and finished in November; also have opportunity to bring projects into this. Budget asks ready to go by December. Policy is foundational to budgeting
- Workgroup report outs should proceed according to standard template and should be included in Council minutes
- Should consider how workgroups can collaborate and synergize around topics
- Relationship w/ mayor and Supervisors should be renewed and workgroups informed on Mayor's agenda and priorities
- If a workgroup is struggling w/ an issue that overlaps another area (e.g., dementia group struggling w/ housing), staff should connect to City resource to bridge expertise/resources

## Fostering a Culture of Accountability

- Self-Evaluation at all levels important, points to success and helps maintain focus
- A process needs to be developed for establishing workgroup goals
- The Policy Agenda can help shape goals and overall vision
- Workgroup minutes, timeline, work plans (which can be relatively simple) can inform annual report; report backs need to be focused and contextualized.
- Policy agenda broken into pieces w/ specific outcomes.
- Workgroup self-evaluation and Council evaluation through a standardized process
- Members should also evaluate themselves
- Work plan should follow template; focus needed; updated work plans shared w/ Council
- Accountability to the large community should also be developed.

## Takeaways

In four short hours, the Council made progress toward defining what success looks like and how it should be attained at both the workgroup and Council levels. While necessarily broad brush, this effort generated the will and a basic platform for additional refinement going forward. Everyone seemed to agree on the need to be more outcome-focused, to explicate a process for getting work done and to evaluate results. And virtual unanimity seemed to emerge about the following:

1. Both the Council and workgroups should focus on articulating and addressing policy needs and service/resource gaps. Specific projects should be responsive to these.
2. The Council's Mission Statement should be revised to emphasize the importance of policy, while still underscoring the value of an integrated, community-based collaborative approach. The Council might also develop a vision statement.
3. Workgroup processes should be standardized. Each work group should consider fleshing out a strategic template that delineates policy needs, broad goals, specific outcomes, budget implications and timeline/action plan. Workgroups should report out to the full Council at regular intervals, but not all at once, and workgroup goals should be revisited on a periodic basis.
4. Workgroup activity should better inform and be integrated w/ Council goals and the development of the Policy Agenda. More conversation is needed around the "chicken and egg" dilemma of the extent to which workgroup focus drives the Policy Agenda or whether the Policy Agenda drives workgroup goals. Also, more work is needed around developing a timeline of

workgroup activities and report outs to inform and lead up to creation of the Policy Agenda

5. Workgroups should be allowed to expire, hand off projects to a more appropriate body or shift gears in response to new trends or shifting economic/social/political conditions, Workgroups should work collaboratively with other workgroup, organizations and initiatives Similarly, new workgroups should emerge in response to changing trends and conditions. The Council needs to formalize a process for to facilitate this.
6. Evaluation should take place at regular intervals. Council members should evaluate their own actions, their workgroup activities and the success of the Council as a whole. Evaluation methodology/timeframe must still be determined.
7. Meetings with the Mayor's office, Board of Supervisors and budget staff should occur at regular intervals. The point of these meetings is both to promote the Council's Policy Agenda and solicit input on emerging priorities. Further discussion is needed about the frequency of and attendees at these meetings and also whether the Mayor himself or staff should be asked to attend Council meetings in turn.

Describing the retreat with such words as "reflection and forward, thought-provoking, process and change, structure," participants seem poised to continue the conversation started here. If Council leadership makes this happen, all concerned stand to reap rich rewards.

*Diane S. Krantz, 7/19/2016*