

Agape Respite Care

2024-27 Strategic Plan



Adopted
by Board of Directors
May 28, 2024

*In as much as you have done it for one of the least of these
brothers of mine, you have done it unto me.”*

-- Matthew 25:40



Agape Respite Care, Inc.

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Respite Home: 298 Emmental Drive
Berne, Indiana

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Prepared with assistance from
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Executive Summary

Agape's Mission

Agape Respite Care is committed to providing family support services and care for persons of all ages who have physical and intellectual disabilities to enable them to remain in their chosen community.

History Highlights

Founded in 1990 as a mission of the First Mennonite Church of Berne, the organization has grown steadily as one of the few such programs in Indiana. The services allow a family to take a break from caregiving, knowing that their family member is in a safe setting. Agape Respite Care services began in 1992, providing care for children with disabilities at the Agape House at 415 W. Franklin St., Berne, IN.

After becoming an independent non-profit organization, Agape Respite Care moved into the custom-designed Agape House in July 2002. Since then, the program has earned national recognition for quality of care and leadership, all while keeping the focus on the guest and providing a home-like, safe place that families and guardians can trust.

Program Overview

Respite care gives short-term care to persons whose disabilities are such that they need continual assistance 24 hours a day. Respite care allows caregivers – most often families – an option for times when they need a break or have tasks that require them to find a safe and caring setting for their loved one with disabilities. It also relieves the isolation such caregiving creates. Services are available across the lifespan, and can be for a few hours up to several days. Guests primarily come from Indiana communities within a 50-mile range of Berne.

2024-27 Organization's Goals

1. Staffing: *By June 2024, have hired 5 new staff. Have a draft staffing plan for Board approval.*
2. Board functionality: *By June 2024, have added at least 2 more board members. Have Board committees active, with clear tasks assigned. Have policies approved for e-voting. Have regular agenda items for reviewing various plans and needed processes.*
3. Building: *By Dec. 2024, have determined what is needed for building space in the future. Have process identified for selecting who will design and who will construct.*
4. Staffing: *By Jan. 2025, will have defined new job for Development Director (duties to include marketing/communication plan for Agape, fundraising, and spokesperson)*
5. Building: *By Spring 2025, have Capital Committee for Building and plan for building changes.*
6. Building: *By Spring 2026, building construction will be underway.*

1. Situation Analysis

1.1. Mission

Agape Respite Care is committed to providing family respite services that care for persons of all ages who have physical and intellectual disabilities in order to enable them to remain in their chosen community.

1.2. Guiding Principles /Vision Statement

- Provide excellent, individualized care in a responsible and appropriately funded manner.
- Seek and welcome a diverse, sustainable funding base for programs and an expansion of the current home.
- Recruit and retain outstanding administrative and direct support professionals to maintain continuity of care.
- Engage community support by promoting and providing for the needs of Agape.

1.3. Services Description

Agape Respite Care, Inc. is an independent, Christian non-profit organization providing respite care and resources to families who have a member with a disability. Respite care gives short term care to guests in order to provide relief for their parent or primary caregiver. By helping with the on-going demands of caring for a family member with special needs, this break from the daily duties of care can be crucial in allowing families to continue to stay together.

Agape is a state-approved respite care provider under Indiana's Medicaid waivers, FS and CIH program. For families not on a state waiver program, fees are based on a sliding scale according to household income and number of individuals living in the home.

Agape guests include persons with physical and intellectual disabilities. As a lifespan respite program, Agape does not limit the age of those persons who participate as guests.

The staff is comprised of full-time and part-time direct support professionals. Care can be scheduled from a minimum of 2 hours to up to a maximum 24-hour stay of 10 consecutive days and 9 nights. Services provided by Agape's trained staff include attentive, one-on-one or small group care for persons who require:



- Gastronomy Tube Feedings
- Communication
- CPR /First Aid and Universal Precautions care
- Minimal care to total assistance with activities of daily living.
- Medication administration.

Some in-home care is also available within a 20-mile radius of Agape House in Berne, Indiana after direct service providers of the family’s choice have completed special training.

Agape is supported by area churches, community services, private donations, and volunteers. Programs that are ancillary to the main services include community sports activities for those who wish to participate. Buddy Bowling and Agape Baseball not only provide enrichment activities for the guests but serve to engage the community in the organization in a fun and supportive way that encourages new attitudes through positive personal experiences.

1.4. Organization’s History

Year	Actions
1990	Preparation stage (work on house to get it ready, raise initial funds, get program envisioned, enlist support).
1991	Early funders included Robert Wood Johnson Faith in Action grant, Mission Festival, and First Mennonite Endowment Fund.
1992	Franklin Street House opens, Agape established. Services offered during day and into evening hours.
1993	Hired first fulltime caregiver.
1994	Offering 24 hour care / up to three days stay.
1995	Jennifer Tschannen added as fulltime employee. Taco stand – 1 st Agape Respite fundraiser. Indiana BDDs first approved Agape as respite provider.
1998	Roberta “Bertie” Lehman goes fulltime as executive director.
1999	Incorporation approved.
2000	Received organization’s own 501c3 not-for-profit status. Started Capital Campaign for new house. First Kinship Carnival. Dance classes offered.
2001	Broke ground for new facility.
2002	Approved for Ohio Medicaid waiver. July -- New facility opens; Indiana First Lady Judy O’Bannon speaks at dedication. Offer 24-hour / maximum 10-day stays.
2003	Earned first accreditation status. Agape Baseball League starts. Playground established. IMA initial involvement.
2006	Advisory board created. Selected as one of 26 recipients statewide of Indiana Youth Institute Compassionate Capital federal capacity building grant. President signs National Respite Care law.



2007	April – First annual Abilities Expo. First music class.
2008	Buddy Bowling introduced.
2016	Agape explores and declines merger with Swiss Village.
2017	Sherrie Kizer becomes new executive director; Bertie Lehman becomes part-time development director.
2018	Jennifer Tschannen becomes Agape’s longest serving employee.
2019	Recognized nationally as an innovative and exemplary agency at ARCH Conference in Buffalo, NY.
2020	S. Kizer one of 6 authors of a national collaborative document titled “Providing & Receiving Respite Care During the Covid-19 Pandemic.” Created an on-boarding binder for new board members.
2021	Removal of trees causing structural damage provides room for a bigger parking area.
2022	Accreditation renewed. Recognition renewed by ARCH as one of 11 Innovative and Exemplary Respite Services nationwide. Also one of 4 selected by ARCH for an I&E Evaluation Practices Mini-Grant.
2023	Celebrated 15 years of Buddy Bowling and 20 years of baseball.

1.5. Impact Insights (from Board Strategic Planning discussions)

1.5.1. Personal: For the caregivers, who are our primary service! REST and a chance to do what they need to for themselves. For our guests, open their world, show that others can meet their needs.

1.5.2. Community: Open eyes to the presence in community for persons with disabilities – to see what they can do. Especially true in the sports programs, baseball and bowling. Also for parents, there is the potential for networking with others, to share information, and to see new ways to help their loved ones.

1.5.3. Region (NE and East Central Indiana): Other similar organizations come to us to learn and network; Churches make us their "mission of the month" to add to our resources.

1.5.4. State: Serves many counties, potential for providing information to decision- makers (e.g. recent reimbursement rate increase came from educating lawmakers). Direct Support and Professional wages add to economy.

1.5.5. US: participating in ARCH National Respite evaluation study about impact on caregivers; Agape national honor was renewed.



1.6. Market Analysis

1.6.1. Target Markets

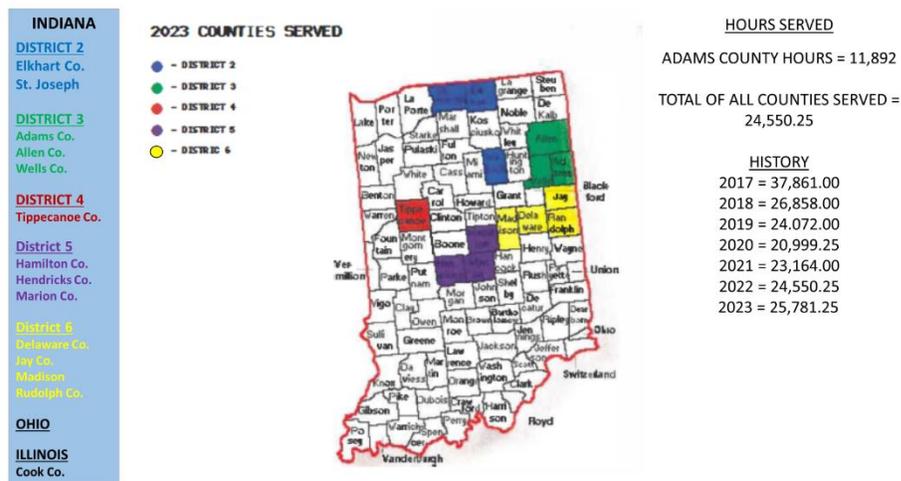
- Families of persons with disabilities.
- Adult persons with disabilities themselves.
- Health Care advocates for persons with disabilities.
- Agencies (esp. serving child welfare and elderly) seeking respite care for persons with disabilities.

1.6.2. Market Considerations

- Price is competitive compared to other options for care.
- Availability of services is limited.
- Quality of service available (small ratio of staff to guest).
- Distances guests' families are willing to drive to receive services.

1.6.3. Demographics

- Adams, Wells, Huntington, Jay counties, (with some guests also coming from Allen and Blackford counties and a few from greater distances.).



- Indiana estimates that the total of persons living with disabilities is 19.0% (age 5 and older, non-institutionalized), with 3.8% sensory; 8.3% physical; 4.8% intellectual; and 2.5% self care.

1.6.4. Trends

- Higher daily operational costs, fewer donors.
- Better medical treatment has extended the survivability of persons with serious disabilities.
- Aging Baby boomers mean more older adults will need respite care.
- Autism spectrum disorders are increasingly being diagnosed, with the need for respite services for families also increasing.

1.6.5. Opportunities

- Older teen and young adult care is not readily available elsewhere.
- Recreation opportunities for persons with disabilities are not readily available.
- Aging of “baby boomers” will generate newly disabled who do not fit easily into the “nursing home” model for care.
- In-home care is not readily accessible by the primarily rural / agricultural four-county region.

1.6.6. Growth Potential

- Limited only by space and staffing.
- Demand could easily double in the next 5 years.
- In-home services also limited only by ability to supervise care quality and hire due to a national DSP shortage..

1.6.7. Alternative Providers

While no other respite provider within a 50-mile radius of Agape offers the same services as Agape Respite Care, and thus is not in direct competition, we are aware of the following options for families seeking respite care:

- Ad hoc care – family “makes do” with neighbors and extended family.
- Daniel’s Place (North Manchester).
- A Rosy Place (South Bend).
- Logan Center (South Bend).
- Easterseals Arc (home in Dekalb County).
- Envive of Berne.
- Lutheran Disabilities Outreach (especially the dinner and dance events for teens and young adults).

1.7. S.W.O.T. Chart

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> ○ Agape’s good reputation. ○ Draws from a large area. ○ Very nice facilities. ○ Extended stays. ○ Flexibility. ○ Afterschool service allows parents to work. ○ Bolstering client confidence is a stepping-stone for transition to group home. ○ Balanced and interested board. ○ Added 3 new counties. 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> ○ Income shortfall of 20-30%. ○ More space needed, especially storage and bedrooms. ○ Building capacity is only 4 overnight. ○ Staffing overnight is an issue. ○ Need to get our name out to others who need support. ○ Staffing numbers would rise if more were full-time. ○ No health or retirement benefits. ○ “Cannot be everything to everyone.” ○ Board needs more board training.
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> ○ “It’s time to renovate/remodel”. Capital Campaign needed. ○ Fun for visitors and families who get involved in programs such as bowling and baseball. ○ Fundraising can produce new supporters. ○ Education about special needs. ○ Limited levels of care for special disabilities. ○ Broadening the service area could increase services and income. 	<p style="text-align: center;">Challenges</p> <ul style="list-style-type: none"> ○ Attracting estate gifts. ○ How to improve our image and knowledge of our services. ○ Balancing staffing with number of guests. ○ Lack of employee benefits. ○ Space constraints. (Not get too big to lose the” family vibe,” but grow capacity to serve) ○ Hiring enough dedicated staff. ○ Need 3 more Board members. Board training is needed, board change to meet monthly ○ Routines are in place and hard to change.

1.8. Keys to Success

Agape's Core Values:

The organization is committed to providing the following, within the context of a home-type atmosphere:

- Compassion -- to demonstrating love and concern in our relationships by responding to needs with kindness, patience, and sensitivity which honors the dignity and worth of others. (Christian embodiment of Matthew 25).
- Excellence -- to high standards of quality performance by seeking to do our best and strive beyond the expectations of the guests' families and guardians that we serve.
- Integrity -- to be honest, trustworthy, ethical, and accountable in relationships, decision-making and communication with respect for confidentiality.
- Stewardship -- to be responsible and effective in managing financial resources, property and materials.
- Teamwork -- to value each person, affirming their gifts and abilities.
- Creativity -- to seek improvement through innovation, imagination and learning with flexibility and openness to new ideas and change.
- Joy -- to cultivate an inclusive attitude that is positive, hopeful, appreciative, thankful and demonstrates enthusiasm in serving others.

Staff's dedication

- Executive Director and Office/House Manager are widely understood to be totally committed to Agape and families of persons with disabilities.
- Direct Support Professional staff feels strongly about quality of service and importance of client care they provide and the Agape mission.
- The staff considers itself a resource to serve as a skilled extension of the guest's family, providing supports so that the family can continue its care – "sometimes, we can be friends in the know."

Quality home-style facility

- Respite House is up-to-date, clean, well-equipped.
- Space is adequate and appropriate for guests' needs.
- Accreditation is essential.
- 2022 Families Survey was unanimously positive, with good suggestions for additional improvements.

Berne community's culture of service

- Church groups are very active supporters of Agape.
- Strong Mennonite presence in community sets tone of service to others.
- Community takes pride in having this unusual, innovative resource.
- High school students visit to learn about career aspects.

1.9. Critical Issues

1.9.1. Demand for services will continue to grow beyond capacity to serve

- House is 22 years old this year – needs to be renovated/remodeled/expanded.
- Need total of 7 single-occupancy bedrooms, a second living room, general storage space, laundry relocated, upgraded medicines and records storage.
- No quiet place to do paperwork. Office needs to be quieter – enough to concentrate but not sound PROOF. If office worker is also assisting with client service, she needs to be able to hear staff.
- Need a Board room / meeting room.



1.9.2. Fund Development Action Planning

- Need to add three revenue streams to the mix: annual giving, legacy or estate giving, and Capital Campaign.
- Social Service funding is always competitive.
- Churches don't know of our need. (Communication to invite making us their mission of the month?)
- Area is primarily rural – farmers' incomes vulnerable to global trade demands, so giving is sporadic and often one-time.
- Local giving climate may be positive for a capital campaign.

1.9.3. Impact of changes in Indiana funding formulations

- State has changed how funds are made available (modeled on premise that respite care is one-on-one in disabled person's home)
- ICAP and OASIS processes to forecast needs and make funds available could affect utilization of respite care.

1.9.4. Access to Federal Funds

- Understanding of group settings for respite care not common at federal policymaking levels.

1.9.5. Human Resources practices

- Recruiting and retaining qualified staff for part-time variability.
- Finding time to conduct Staff Evaluations.

1.9.6. Volunteer recruitment

- Board recruitment to fill open vacancies and replace long-term board members in orderly timeframe.
- Events take volunteers – how to manage them?

2. Financials

2.1. Current Situation

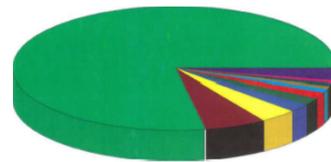
2023 FINANCIAL REPORTING

2023 ANNUAL INCOME SUMMARY

44820 · Indiana Medicaid	77.83%
44805 · Gov. Grant Income	5.86
44822 · Interest Income	5.32
44705 · Donations - Individual	4.58
44710 · Donations - Church	2.46
44810 · Other Grants	2.15
44800 · Reimb. Srv.	0.95
44715 · Donations - Org./ Srv.	0.51
44716 · Baseball League Donations	0.35
Total	\$555,417.94

2023 ANNUAL EXPENSE SUMMARY

54700 · Total Labor Costs	77.99%
54720 · Payroll Add'l Costs	6.29
54780 · Insurance Premiums	3.82
54740 · Utilities	2.35
54733 · House Needs	2.05
54728 · Employee Gifts	1.69
54755 · Marketing	0.99
54890 · Misc.	0.95
54759 · Dues & Subscriptions	0.86
54770 · Repairs & Maintenance	0.77
Other	2.26
Total	\$586,514.61



2.2. Funding Objectives

2.2.1. Revenue Sources:

- Government Fee-for-Service Revenue as a percent of Break-even amount: 30%
- Private/Endowment/Grants/Donation Revenue as a percent of Break-even amount: 70%

2.2.2. Expenditures:

- Monthly Operational Expense Budget: 85% (includes staff, services, facility expenses, transportation, supplies)
- Fund Development Expense Budget: 15% (includes special events, volunteer/community relations, grant writing, building endowment, conducting annual fund).

3. Sustainability Strategy

3.1. Development Objectives:

- 3.1.1. Reverse current funding from 80% government dependent and 20% private sources by the year 2027.
- 3.1.2. Increase endowment from \$60,000 to \$3 million.
- 3.1.3. Protect and be good stewards for Benevolent Fund.
- 3.1.4. Increase fundraising to achieve monetary goals.

3.2. Potential Funding Sources

- 3.2.1. Foundations and grants
- 3.2.2. Endowment and estate/legacy giving
- 3.2.3. Church gifts (Mission of the Month, dedicated collections, special events)
- 3.2.4. Private donors / Annual Fund gifts
- 3.2.5. Special Events by Agape Board and volunteers
- 3.2.6. Sponsorships for sports programs

3.3. Resources for Action

- 3.3.1. Grant writing by staff and contracted services. Board to explore potential new staff position for Fund Development.
- 3.3.2. Community support (esp. fundraisers)
 - Talk to Ministerial Association for the 2-county area churches to invite more of them to consider Agape for home missions support, or gifts from missionary festivals, etc.
 - New special events -- possibility of a golf outing; celebrity / charity auction; Amish craft & farmers market; approach various retailers for percentage of sales for a day (“Agape Day”).
- 3.3.3. Implementation team
 - Board will take lead in raising funds for Endowment, from private donors, and Marketing Plan development.
 - Staff and contract grant writer would take lead on submitting operational grants, compiling case statement and success stories for publicity.
 - Board and advisory board will provide needed volunteer person-power and donated resources for special fundraising events.

3.4. Fund Development and Communications Plan

- 3.4.1. Will address needs of both operations and capital campaign).
 - Approach media/social media to get story out.
 - Promote, but do NOT exploit, baseball league – especially contact Fort Wayne Tin Caps and Indianapolis Indians to “adopt” us for special region-wide fundraising activities.

- Contact area colleges and universities about inviting students to develop marketing activities as a class project (Huntington U., PFW, Taylor, Ball State, IU School of Philanthropy in Indianapolis).
- Contact area banks and investment agencies to sponsor communication activities regarding Legacy giving (in accordance with the Fund Development).

3.4.2 Additionally Identified activities that align with Agape, which might include:

- Annual Fund Campaign
- Outreach to area churches
- Outreach to area colleges
- Bowl-a-thon
- House Party
- Golf Outing
- Inviting Planned Giving / Bequests

3.5. Timeline / Milestones

To be completed by Board and staff by August 2024:

- Set calendar be for tactics to implemented, especially:
 - Annual Fund (Letters out by end of September).
 - Outreach activities.
 - Events (Bowl-a-thon, House Party, Golf outing, etc.).
 - Planned giving informational activities.
- Plans for each tactic need to be mapped out separately.
- Contacts and mailing list database will need to be developed.

4. Controls (Policies to be reviewed by Board in 2024)

4.1. Privacy and Publicity Issues

- HIPAA Protections up to date.
- Family goodwill needs to be preserved and protected.
- Single occupancy for ambulatory guests and by gender.

4.2. Communication Avenues and Access

- Personal presentation (word-of-mouth essential).
- Churches – strong potential for support.
 - Board members have contacts with Ministerial Alliances.
 - Only a few congregations have been invited to give so far.
- Internet
 - Website (www.agaperespice.org)
 - Facebook page
- Media – story is quite compelling and mostly unknown right now
 - *Decatur Democrat* (newspaper)
 - *Bluffton News-Banner* (newspaper)
 - *Fort Wayne Journal Gazette* (newspaper)
 - *Marion Chronicle-Tribune* (newspaper)
 - WBCL (radio 90.3)

4.3. Implementation Team

- Team roles need to be defined.
- Team members need to be identified.
 - Board and Advisory Board are involved, but may be others in community who would be willing to volunteer for specific tasks.
 - Family members of guests may be able to, or be glad to, participate.
- Training needs to be identified aligned to the fundraising activities.

5. Appendix

A. Board membership roster

1. Guidelines for selection of Agape Respite Board Members
2. Board Member Roles & Responsibilities
3. Board Member Pledge

B. Update on Board Vision for 2024-27

C. Summary of 2023 Board Survey

D. PowerPoint slides from Oct.28, 2023 board retreat.

E. CARF Quality Improvement Plan

F. Press release from ARCH.

Agape Respite Care Board of Directors

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Finance & Personnel Committee: James Buckingham, Chris Gilbert, Amy Tumbleson.

Guidelines for Selection of Agape Respite Care Board Members

Agape Respite Care, Inc. is a Christian service committed to assisting families who have infants, children youth and adults with disabilities or chronic health conditions. The Christian faith and love for all God’s people impels Agape to care for those who want and need special care on a temporary basis throughout their life span.

The respite and support services are offered to primary care givers to assist them in a renewing of their body, mind, soul and spirit.

These guidelines will be used in selecting directors. Directors of local organizations should reflect the values of the Christian faith and support these values in the organizations they serve as well as in their daily life.

Persons nominated to serve as members of the Board of Directors of Agape Respite Care, Inc. shall meet the following criteria:

- Be people of integrity and good reputation in the communities in which they live.
- Have a skill or area of interest which will benefit the organization.

- Commitment to regular attendance at meetings of the Board of Directors.
- Live and articulate their faith in ways that bring hope and peace.
- Demonstrate compassion and a desire to understand the needs of people with disabilities and the subsequent needs of their families.

Board Member Roles and Responsibilities

As a member of the Board of Directors for Agape Respite Care, Inc., I agree to meet certain standards of conduct in fulfilling my responsibilities to the organization. These standards are outlined below.

- Duty of Obedience**
Obedience to the organization’s central purposes must guide all decisions. The board must also ensure that the organization functions within the law, both the “law of the land” and its own bylaws and other policies.
- Duty of Care**
Board members must exercise due care in all dealings with the organization and its interest. This includes careful oversight of financial matters and attention to issues that are of concern to the organization and raising questions whenever there is something that seems unclear or questionable.
- Duty of Loyalty**
Conflicts of interest, including the appearance of conflicts of interest, must be avoided. This includes personal conflicts of interest or conflicts with other organizations with which a board member is connected.
- Duty of Transparency**
Board members have an obligation to ensure that their organization is appropriately transparent in its operations. As a non-profit organization, this entails the filing of IRS form 990 or 990-PF and other appropriate informational and tax returns which are required to be made public.

Board Member Pledge

As a board member of Agape Respite Care, I am fully committed and dedicated to the success and sustainability of the organization and have pledged to carry out its mission. I understand that my duties and responsibilities include, but are not limited to, the following:

1. Accepting the bylaws and operating principles of the organization and understanding that I am morally responsible for the health and well-being of this organization.
2. Supporting the organization’s mission, purposes, goals, policies, and programs, while knowing its strengths and needs.

3. Preparing for and attending board meetings, being available for phone consultation, attending at least two activities or programs of the organization each year and participating on ad hoc committees as needed.
4. Abiding by the policies for how the organization governs itself and all decisions passed by board votes.
5. Suggesting possible nominees to the board who are men or women of achievement who can make significant contributions to the work of the board and the progress of the organization.
6. Serving the organization as a whole rather than any special interest group or constituency.
7. Avoiding even the appearance of a conflict of interest that might embarrass the board or the organization and disclosing any possible conflicts to the board in a timely fashion.
8. Making an annual gift to the organization in the ways that are best suited for me. This may include individual solicitation, undertaking special events, writing mail appeals, hosting informational sessions, providing sponsorship, placing participants in the organization's programs, etc.
9. Signing a personal statement of affirmation regarding conflict of interest as noted in the organization's by-laws.

In signing this document, I am making this statement in good-faith along with the other board members.

We trust each other to carry out the above agreements to the best of our ability.

Signed _____

Date _____

Board Visioning – What we want to see by end of 2027

The following chart resulted from the board reviewing their “vision list” from the previous Strategic Plan, noting what had been accomplished and what remains.

What the Board wanted to see by 2027			
	Accomplished	Not needed	Incomplete
Expanded full time staff benefits			X
Kitchen-hall door removed.		X	
Franchise model		X	
Financially stable	X		
Remove trees causing damage.	X		
Sound reduction in office.			X
Enlarge parking lot			X
Add basement for storage.			X
Be exemplary, innovative.	X (ARCH)		
Separate guest bedrooms.	X		
Broaden service area to increase income.		X	
A secure meds room.	X		
Budget remains in the black.	X		
Lucrative endowment.	X		
Updated staffing model.			X
Expanded building with new bedrooms and basement.			X
We model Jesus' servanthood.	X		
Additional staff, adequate staffing.	Big issue.		X
Agape services are known, positive publicity.			X
Families feel renewed. Family unity is preserved. Families can rest, work, vacation.	X		
Active sports league.	Baseball, bowling		
Guests are in a safe place.	X		
There is camaraderie and fun.	X		
Guests experience safety, feeling loved, being happy.	X		
Community at large learns about inclusion.	X		
Trust and acceptance.	X		
There is fun for visitors.	X		
Don't want to get too big and lose the family feel.	X		
Be a state model, an example.			X
Provide community opportunities to give and learn.	X		

Share our story at national conferences.			X
Attend an International conference.			X

In 2020-23, the Board was primarily focused on the care of the guests, the comfort level of staff, and the reliability of funding streams during the last planning period. There had been significant discussion about building updates, but action had to be delayed. No one could have foreseen the challenges posed by an international COVID epidemic, and staff and board responded with care, and creativity to an extent that earned Agape national recognition.

Transition to the new Executive Director has succeeded and next up is a succession plan for other key staff, particularly the long-serving Office/House Manager. Her knowledge of scheduling, guest information, and how to best match staff to guest are central to Agape's success.

Staffing and space are now the main issues, with the building's inadequacies becoming an essential part of the strategically important discussion. By addressing the building, it may be possible to raise the organization's profile enough to change the organization's recruiting competitiveness via new image and reduced hurdles.

Recommendations:

1. Hire an architect to provide solutions for the current parking and building capacity issues. Be open to the possibility of a new or different building, one that has the required features and spaces, as well as parking capacity.
2. Do an overall satisfaction survey of families.
3. Review hiring and training programs.
4. Set up annual performance reviews for all staff.
5. Construct a public relations program, using a PR specialist. Hire someone to do the work.

Summary of Board Survey

All board members were surveyed using an online tool designed to identify strengths and areas for improvement based on the nine key domains of any 501c3 board's oversight responsibility:

- | | |
|----------------------------|-------------------------|
| 1. Mission focus | 6. Services |
| 2. Governance | 7. Executive Leadership |
| 3. Fiscal Operations | 8. Human Resources |
| 4. Visibility | 9. Ongoing Assessment |
| 5. Internal Communications | |

Areas that the board indicated they felt could be stronger were:

- Oversight responsibilities of board
- Understanding financial reports and operating at a loss
- Community connections
- Infrastructure / capacity concerns
- Role in human resource functions

Overall, the Board responses align with CARF recommendations for annual reviews of plans of several types; having stronger written procedures for performance appraisals that address timeframes and frequency of appraisals; additional key staff succession plans and processes; and using agendas to include aspects of plan reviews.

With three new board members and a goal of adding at least two more, 2024 is a good time for additional board training at each board meeting.

Northeast Indiana is blessed with several excellent board training resources. Michael Burns Consulting has offered to supply a list of suggested sources and topics if the board requests it.

PowerPoint slides from Oct.28, 2023 board retreat



Strategic Planning

2024-2027

BOARD RETREAT
OCT. 28, 2023
SWISS VILLAGE

Accomplish today

- Review progress from previous plan
- Review/Update Guiding Statements
 - Vision, Purpose, Mission
- Adopt and Prioritize Goals
 - Identify Key Performance Measures (aka Critical Success Factors)
- Board Development Information
 - Roles, Responsibilities, and Recruitment
 - Additional Parts of Planning (Communications, Funding, and Evaluation Planning)

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Today's planning segments

- Guiding statements
- Memory Lane – previous goals, what has been accomplished,
- Circles of influence
- Rock pile – issues leading to new goals
- Roles & goals
- Measuring up

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What is Agape?

Agape Respite Care is committed to providing care and support services across the life span for persons with physical and intellectual disabilities to enable them to remain in their chosen community.

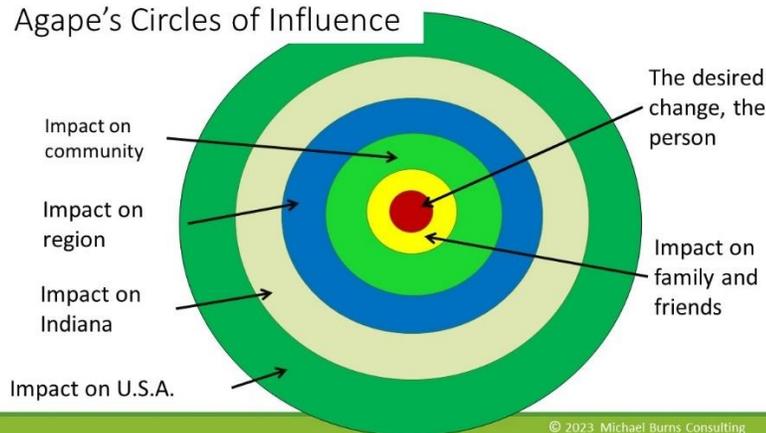
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Guiding Principles

- ❖ Provide excellent, individualized care in a responsible and appropriately funded manner.
- ❖ Seek and welcome a diverse, sustainable funding base for programs and an expansion of the current home.
- ❖ Recruit and retain outstanding administrative and direct support professionals to maintain continuity of care.
- ❖ Engage community support by promoting and providing for the needs of Agape.

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Agape's Circles of Influence



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Our Values

Agape Respite Care is committed to the following values as it seeks to honor God through its service to persons with disabilities.

- ❖ **Compassion**
- ❖ **Excellence**
- ❖ **Integrity**
- ❖ **Stewardship**
- ❖ **Teamwork**
- ❖ **Creativity**
- ❖ **Joy**

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What Agape does

Respite care = short term temporary care to persons who need continual assistance 24-hours a day (either in the Agape home, in the community, or in home assistance)

- Caregivers have an option for when they need a break or have tasks that require them to find a safe and caring setting for their disabled loved one for a few hours up to several days.
- Individuals with disabilities can experience social, recreational, and integrated community activities.
- Families can access programs, services, referrals, and funding and resources. These include sports programs in bowling and baseball.

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Who Agape serves

AGAPE - INDIANA COUNTIES SERVED IN 2022

- - INDIANA DISTRICT 2
- - INDIANA DISTRICT 3
- - INDIANA DISTRICT 4
- - INDIANA DISTRICT 5
- - INDIANA DISTRICT 6



HOURS SERVED

ADAMS COUNTY HOURS = 11,892
TOTAL OF ALL COUNTIES SERVED = 24,550.25

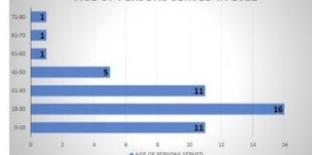
HISTORY

2017 = 37,861.00
2018 = 26,858.00
2019 = 24,072.00
2020 = 30,999.25
2021 = 23,164.00
2022 = 24,550.25

2022

PRIMARY DIAGNOSIS	# GUESTS
ADOLESCENT IDIOPATHIC SCOLIOSIS	1
ARTHRITIS/OSTEOARTRITIS	1
AUTISM	15
AUTISM/CEREBRAL PALSY	2
CEREBRAL PALSY	19
DOWN SYNDROME/AUTISM	5
DOWN SYNDROME	1
NIHET'S SYNDROME	4
SPINA BIFIDA WITHOUT HYDROCEPHALUS	1
TRISOMY 21	1
TRISOMY 22	1

AGE OF PERSONS SERVED IN 2022



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Agape's Competitive Advantage(s)

Who else provides respite care?

- Bi-County Services
- Fresh New Start (FNS)
- Benchmark
- Chalet Village
- Angel Corps
- Adams County Home Health
- ARC
- Visiting Nurse Services
- Lutheran Respite Home
- Pathways Adult Day Care

Who else provides a similar service?

- Bi-County, FNS and Benchmark provide community rehab
- 30 days respite in nursing homes
- Angel Corps does companion level care – waiver provider. Cannot do personal assistance/care
- Family Life Care now (no respite) has a home
- Bethesda Lutheran Respite no longer exists

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Leftovers from 2007 and 2016

- ❑ Sustainability objectives:
 - Funding development objectives (reverse revenue sources from 70/30 Government/private ratio)
 - Allow for 15% expenditure for fund development
- ❑ Financial oversight support
 - (esp. for managing gifts and benevolent fund)
- ✓ Succession Plan – process already outlined from 2007
- ✓ Board and volunteer recruiting (long-term volunteer burnout)
- ✗ Merger?

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About the Rock Pile

1. What are major themes?
2. Prioritizing



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Organizational Goals



Agape's goals for this initial plan will focus on aspects of the organization, but not to the exclusion of basic organizational practices, including governance policies and business practices.

Inclusion and equity are Agape values, so metrics should include indicators reflecting that the goals being developed are "SMARTIE" goals.

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And the survey said:

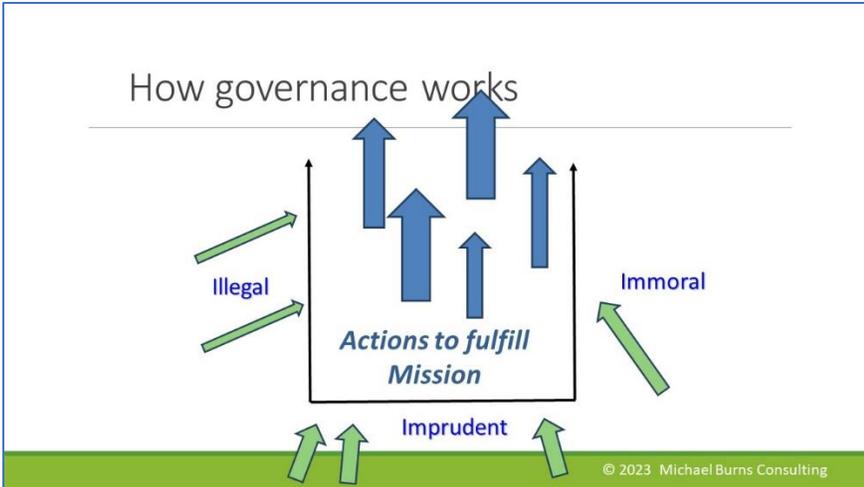
- Oversight responsibilities of board
- Understanding financial reports and operating at a loss
- Community connections
- Infrastructure / capacity concerns
- Role in human resource functions

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7 core responsibilities of a Board

1. Ensure effective organizational planning
2. Provide sufficient resources
3. Make sure the organization fulfills legal obligations
4. Provide proper financial oversight
5. Select and evaluate the executive director
6. Improve the organization's public standing
7. Recruit and orient new board members

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- ### Criteria for Decision-Making
1. Does this proposal align with Agape's mission?
 2. Does it fit within one of our goals?
 3. What are the benefits to Agape?
 4. Do the benefits outweigh the burdens?
 5. Can results be measured?
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Next Steps For Planning

- Board recruitment
- Sustainability planning
- Logic models and action planning
- Assessment planning
- Recruitment outreach

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Thank You!

SUSAN BURNS AND LINDA MICHAEL, PARTNERS
5437 CHIPPEWA TRAIL, FORT WAYNE

MichaelBurns
CONSULTING

CARF Quality Improvement Plan

QUALITY IMPROVEMENT PLAN

Return to CARF by 3/13/2023

Company ID: 75753

Agape Respite Care, Inc.
298 Emmental Drive
Berne, IN 46711

Survey Number: 156006

Accreditation Decision: Three-Year Accreditation

Accreditation Expiration Date: 5/31/2025

Survey Date(s): 11/3/2022–11/4/2022

Standards Manual(s): 2022 Employment and Community Services

Completed by (Name): Sherrie Kizer

Date Completed: 03/08/2023

Job Title: Executive Director, RN

Standard Number for Recommendation	Step(s) to Address the Recommendation	Completion Date (Actual or Estimated)
1.A.5.d. 1.A.5.e.	1.A.5.d. The Agape Cultural Competency, Diversity, and Inclusion plan will be added to our agenda to review at our Safety/QAC meeting being held on 03/14/2023. Our board of directors will also review at board meeting slated for 10/24/2023. 1.A.5.e. The Plan will have a date stamp of "reviewed/revised" once reviewed and updated for relevance. Reviews will also be noted in Safety/QAC minutes & Board minutes	03/14/2023 And 10/24/2023 At least annually and as needed
1.C.2.d. 1.C.2.e.	1.C.2.d. The board of directors will review the Agape Strategic Plan for relevance on June 26, 2023 and update as needed. 1.C.2.e. The plan will be reviewed at a minimal of annually or as needed going forward. "Reviewed/revised" will be noted in the Board minutes. Any updates or revisions will be added to the year-end annual review.	06/26/2023 At least annually and as needed
1.G.1.b.(1) 1.G.1.b.(2)	1.G.1.b.(1) The board of directors will review the Agape Risk Management Plan on 12/12/2023 for relevance. The Safety/QAC will review the document on 03/14/2023. 1.G.1.b.(2) The plan will be updated and reviewed at least annually. "Reviewed/Revised" will be noted in Board minutes and Safety/QAC minutes.	03/14/2023 And 12/12/2023 At least annually and as needed
1.H.14.b.(2) 1. H.14.b.(3)	1.H.14.b.(2) Our internal inspection report will be revised to include recommendations noted during internal inspections. 1.H.14.b.(3) A report will be compiled for the year by the executive director to be included in the end-year annual report of actions taken to respond to safety recommendations.	04/01/2023 And 02/2024 At least semiannually on each shift.
1.H.15.a.(1) 1.H.15.a.(2) 1.H.15.b.(1) 1.H.15.b.(2) 1.H.15.b.(3)	1.H.15.a.(1) Sometime in 2023 and then annually 1.H.15.a.(2) External inspector: Fire Chief and/or Insurance Agent 1.H.15.b.(1) A written report will be obtained by the fire chief and/or the insurance agent. 1.H.15.b.(2) Recommendation for areas of improvement will be listed in the reports.	12/31/2023 and at least annually

	1.H.15.b.(3) A report will be drafted by the executive director indicating what recommendations were required and how they were responded to. This data will be included in the year-end annual report.	
1.1.8.e. 1.1.8.f.	1.1.8.c. Performance appraisal written format will be advised by the executive director to include timeframes/frequencies related to the appraisal process. 1.1.8.f. The appraisal format will be revised by the executive director to enhance measurable goals for each staff person.	Submitted and approved by the board of directors on or before 10/24/2023
1.1.11.a. 1.1.11.b.	1.1.11.a. The executive director will review and revise the succession plan to include future workforce needs. 1.1.11.b. the executive director will review and revise the succession plan to include the key position held by the office/house manager of Agape.	Submitted and approved by the board of directors on or before 10/24/2023
1.L.2.b.(1) 1.L.2.b.(2) 1.L.2.c.	1.L.2.b.(1) The Agape Accessibility Plan will be reviewed by the Safety/QAC members on 09/12/2023. Identified barriers will be reviewed and documentation on progress towards removal will be noted by the executive director. All will be added to the year-end annual report. 1.L.2.b.(2) During assessment and review on 09/12/2023 – areas needing improvement will be identified and disclosed in the annual report. 1.L.2.c. The Accessibility Plan will be updated after annual review and as needed.	09/12/2023 At least annually and as needed
1.M.3.b. 1.M.3.c.	1.M.3.b. The Performance Measurement and Management plan will be reviewed on 08/22/2023 for relevance by the Agape Board of Directors and Administration. 1.M.3.c. The plan will be updated after review to ensure all information is relevant to current practices.	08/22/2023 At least annually and as needed
1.N.1.b.	1.N.1.b. The Performance Measurement and Management plan will be written in accordance with M1 – M10 annually.	03/10/2023 and in progress Will be completed annually
2.A.12.b. 2.A.12.c.	2.A.12.b. Each consent related to services through Agape Respite Care will be reviewed and updated to ensure the consent is being signed for the specific intent of what it is written for. 2.A.12.c. Each consent will be updated to specify a time limitation for the use of the guests PHI for the specific program.	04/01/2023 At least annually and as needed

Press releases from ARCH



Contact: Jill Kagan, ARCH
703.256.2084
jkagan@archrespite.org

Eleven Respite Services Retain Recognition as Innovative and Exemplary

Washington, D.C., January 3, 2023—The ARCH National Respite Network and Resource Center is pleased to announce that 11 respite services from across the country were renewed for an additional three years of recognition as *Innovative and Exemplary Respite Services*.

All of these programs were previously recognized for this highest level of distinction in 2019. Following an in-depth review, the following *Innovative and Exemplary Respite Services* were renewed for recognition through 2025:

- Agape Respite Care in Berne, IN
- A Rosie Place for Children, South Bend, IN
- Caregiver Respite Program at Caregiver Volunteers of Central Jersey, Toms River, NJ
- Child Care Aware® of America Exceptional Family Member Program (EFMP) Respite Care, Arlington, VA (national)
- Claude Moore Precious Time, Harrisonburg, VA
- George Mark Children’s House, San Leandro, CA
- Gio’s Garden, Middleton, WI
- Providence House Crisis Respite, Cleveland, OH
- Respite Care, Inc., Fort Collins, CO
- Saint Louis Arc’s Assistance with Residential Care in the Home (ARCH) Respite Program, St. Louis, MO
- Vanessa Behan Respite Services, Spokane, WA

In order to maintain this recognition, respite services must continue to meet the rigorous [selection criteria](#) for Innovative and Exemplary Respite Services established by ARCH and its national selection committee. In addition, many of these programs went beyond expectations by continuing to provide flexible and meaningful respite services

[1]

and supports during the pandemic; expanding their services and reach; or engaging in new activities to improve and document service quality and shore up their workforce.

Respite is the most frequently requested support service among the nation's 53 million family caregivers, yet 86% do not receive respite services, despite the proven benefits to caregivers and care recipients. Respite for these families can help reduce caregiver stress, improve caregiver and family health and well-being, help avoid more costly out-of-home placements, and may even help to reduce the likelihood of abuse or neglect.

By recognizing high quality respite services across the country, ARCH hopes to encourage the study, expansion and replication of such services.

For more detailed information about each program, visit the ARCH [website](#).

The ARCH National Respite Network and Resource Center (ARCH), national in scope, is a program of Families and Communities Rising in Durham, NC. ARCH assists and promotes the development of quality respite and crisis care programs; helps families locate respite and crisis care services in their communities; and serves as a strong voice for respite in all forums.

The ARCH National Respite Network and Resource Center is funded in part by the Administration for Community Living, U.S. Department of Health and Human Services, Washington, D.C. 20201. Grantees undertaking projects with government sponsorship are encouraged to express freely their findings and conclusions. Points of view or opinions do not, therefore, necessarily represent official Administration for Community Living policy.

Visit archrespite.org or call (703) 256-2084 for more information.

END

[2]