

Narratives

Executive Summary

Mills-Peninsula Health Services (MPHS) is the legal entity and applicant of this grant. MPHS is an affiliate of Sutter Health, one of the largest not-for-profit health organizations in Northern California.

Mills Health Center opened in 1908 in San Mateo. Peninsula Medical Center, developed through creation of a public hospital district, opened its doors in 1954. In 1985 Mills and Peninsula signed a merger agreement to form Mills-Peninsula Hospitals. The same year, Mills-Peninsula joined Sutter Health, a not-for-profit system of 27 hospitals in Northern and Central California.

The new Mills-Peninsula Medical Center in Burlingame opened its doors to the community May 15, 2011, replacing the existing hospital. The Mills Health Center in San Mateo provides a wide range of outpatient services. It also is home to Mills-Peninsula's inpatient rehabilitation program.

RSVP is a program of Senior Focus, a department of MPHS. MPHS created Senior Focus in 1985 to help people protect their independence with health education and to provide services to assist when challenges appear. The mission of Senior Focus is to help older adults maintain their health, independence and high quality of life. Senior Focus is a resource for families and is a highly regarded partner and advisor to local agencies and organizations. Senior Focus serves as an educator, service provider and advocate for seniors.

The number of proposed RSVP members is 796. As per the RSVP 2015 Quarter 3 (Year 2 or 3 of multi-year grant) NOFA, Mills-Peninsula Health Services is requesting \$159,122.00 federal funding. Non-federal resources of \$81,375.00 are budgeted to supplement federal dollars.

The Primary Focus Area for this program is Healthy Futures (approximately 327 volunteers), with Service Activity in Aging in Place (162 volunteers), Obesity and Food (73 volunteers) and Access to Care (92 volunteers). Additional Community Service Objectives supported by this program include Financial Literacy, Veterans & Families Served, Disaster Assistance, K-12 Success, At-Risk Ecosystems, Employment, Housing, and Capacity Building & Leveraging. The goal of this program to meet the identified needs of the community while meeting the regulatory requirements for National Performance Measures of the Serve America Act.

Strengthening Communities

Narratives

Describe the community.

RSVP of San Mateo & Northern Santa Clara Counties includes all of San Mateo County, California and the cities of Palo Alto, Mountain View, Sunnyvale, Los Altos, Los Altos Hills and Santa Clara in Santa Clara County.

San Mateo County is located on the Peninsula of the San Francisco Bay. It borders the City and County of San Francisco on the north and Santa Clara County on the south. To the west is the Pacific Ocean and the eastern border is the San Francisco Bay. The county covers an area of 741 square miles. There are 20 cities in San Mateo County, and numerous unincorporated communities.

According to the 2010 Census, the population is 718,451. Twenty-six percent of the population of San Mateo County is age 55 or older. The most notable projection over the next few decades will be among those aged 60 and older, with that age segment making up nearly 30% of the population by 2030.

The County of Santa Clara is located at the southern end of the San Francisco Bay and encompasses 1,312 square miles. Santa Clara County is the 6th most populated county in California. There are 15 cities in Santa Clara County.

According to the US Census, 21.4% of the Santa Clara County's current population is age 55 and older. From 2010 to 2020, the county's population is predicted to increase an additional 127,800 people to 2,007,500.

Both San Mateo and Santa Clara Counties continue to undergo a marked cultural and racial diversification of its population. In San Mateo County, more than 34 % of county residents are foreign born. In 2000, approximately 34% of the population in the County of Santa Clara was born outside of the United States.

According to the most recent census statistics, the ethnic breakdown of both counties is as follows. The White population makes up 53.4% of the population in San Mateo County and 47% in Santa Clara County. Black/African American residents represent 2.8% of the population of San Mateo County and 2.6% in Santa Clara County. The American Indian/Alaska Native population makes up 0.5% in San Mateo County and 0.7% in Santa Clara County. The Asian community is 24.8% of San Mateo County's and 32% of Santa Clara County's residents. Native Hawaiian or "Other" Pacific Islanders make up 1.4% in San Mateo County and 0.4% in Santa Clara County. Other races (unidentified) make up only 0.1% of San Mateo County's population and 12.4% of the population in Santa Clara County.

Narratives

Demonstrate that the community need(s) identified in the Primary Focus Area exist in the geographic service area.

The Mission of Senior Focus is to help older adults maintain their health, independence and high quality of life. As the 20-year sponsor of this RSVP program, Senior Focus values volunteerism because it complements the mission. This RSVP proposes to focus on Healthy Futures as its Primary Focus Area.

According to a 2010 study conducted by the San Mateo County Health Department -- Maintaining the Health of an Aging San Mateo County, by the year 2030, nearly 1 out of 4 San Mateo County residents will be over the age of 65. The number of adults over the age of 65 will increase by 72% and the number of people over the age of 85 will increase to 2 and ½ times the current number. This is mirrored across the United States with the aging of the baby boomer generation. Locally, San Mateo County will have a greater proportion of older adults than the state average.

The study says that many older adults experience social isolation and have feelings of loneliness, often as a result of reduced interactions with family and friends and withdrawal from social contact. It is important that older adults remain socially connected to friends, families and ongoing activities.

The study suggests that many baby boomers feel very connected to their communities. Two of the items identified in the study in meeting this opportunity will require that cities and community-based organizations do:

- * Organizing volunteer opportunities. Creating and structuring opportunities for baby boomers to volunteer at community based organizations will be valuable for the community and help increase a sense of social connection for the growing population of older adults.

- * Reinventing the traditional "senior center": The social interaction and connection to services and resources that traditional senior centers provide are critical to alleviating social isolation. There needs to be a strategy for reinventing the delivery of services for older adults.

In Santa Clara County, a 2012 Community Assessment Project identifies similar issues as those found in San Mateo County, resulting from the increase in the population of older adults. Census forecasts project a much larger share of the population will be elders. This demographic shift will create employment opportunities in sectors serving the aging population and in particular, within the healthcare workforce.

There is a clear need for services for older adults in both counties. California, with its high cost of living and health care, leads the nation in the percentage of older adults living in poverty, according to a 2013 report by the Kaiser Family Foundation. Twenty percent of California adults over age 65 live

Narratives

below the poverty threshold of about \$16,000 annually. Volunteers serve an important role to assist providers to help meet the needs of older adults in their communities.

Describe how the service activities in the Primary Focus Area lead to National Performance Measure outputs or outcomes.

Over 30% of this RSVP program's unduplicated volunteers serve in an activity defined in the Healthy futures Focus Area of Performance Measures. This RSVP works with partner agencies who are providers of services for older adults and recruits volunteers for opportunities to serve older adults.

This program has evaluated every opportunity in its portfolio to determine how it fits (or does not fit) in the National Performance Measures. This process has resulted in a focus in the following Service Activities in the Primary and Other Community Focus Areas.

- * Aging in Place, this RSVP will continue to support volunteerism in the service activities of companionship, food delivery, and transportation.

- * Access to Care, RSVP supports opportunities for volunteers to distribute information, staff hotlines and educating adults on how to access the care that they need.

- * Obesity & Food this RSVP continues to support volunteers serving in food distribution, food pantry support and education

Other Community Focus Areas and Service Activities include:

- * Disaster Services: Other Disaster Assistance

- * Economic Opportunity - Employment: Adult Basic Education

- * Economic Opportunity -- Financial Literacy: Assisting VITA

- * Economic Opportunity -- Housing: Assisting with Housing Search

- * Education -- K-12 Success: Tutoring in Public Schools

- * Environmental Stewardship: At Risk Ecosystems:

- * Veterans & Military Families: Veterans & Military Families Served: Assist Veterans with Transportation, Other community-based activity that serves veterans and military families

- * Capacity Building -- Capacity Building & Leverage: Garnering Donations

Describe data collection to ensure National Performance Measure outcomes and outputs are measured, collected, and managed.

RSVP will maintain a strong collaboration with partner agencies where National Performance Measures are in place to collect data to achieve results identified in the Performance Measure

Narratives

outcomes and inputs and report to CNCS. Effective networking facilitates the development of partnerships that are essential to capturing data to report outcomes of service.

Data collection will be in the form of client satisfaction surveys, volunteer surveys, agency activity logs, volunteer reports, etc. If an agency currently utilizes surveys, RSVP will collaborate with that agency to include specific questions to glean Performance Measures for CNCS reporting. RSVP can also volunteer to conduct the survey on behalf of a partner agency.

RSVP data is managed through a volunteer database software product. New data fields will be created to include data for ongoing measurement of performance in Primary and Community Focus Areas. The Program Coordinator will schedule quarterly site visits with agencies with performance measures. This will assure continued, timely and accurate data collection to report outcomes to CNCS.

Every volunteer will know if they are serving in a Performance Measured opportunity. Stakeholder "buy-in" to Performance Measures should be equally important to the volunteers as it is to agencies where RSVP members serve.

Describe a program design that includes activity in service to veterans and/or military families as part of the Primary Focus Area, Other Focus Areas or Capacity Building.

Service to veterans and families are part of the Other Focus Area for this program.

1. The San Mateo County Transit District recently received a grant to start a Veteran Mobility Volunteer Corps. This program will partner with veterans support organizations to assist veterans and their families in identifying their transit options and resources, assist them in accessing those resources through personalized travel training, education, access to information and ongoing support from peers.
2. In San Mateo and Santa Clara Counties, RSVP partners with the USO at the San Jose and the San Francisco International Airports. The USO centers rely on volunteers to fulfill the mission of serving America's troops and their families.
3. This service area is fortunate to have an extensive VA Health Care System serving both counties. RSVP has maintained a partnership with VA Health Care System since 1991 with opportunities for volunteers to serve. Efforts are underway to strengthen this partnership and increase opportunities for RSVP members to serve the VA Health Care System.

Recruitment and Development

Demonstrate a plan to create well-developed high quality RSVP volunteer assignments with

Narratives

opportunities to share their experiences, abilities, and skills to improve their communities and themselves through service in their communities.

RSVP learns about agencies that serve community needs of local concern through its extensive networking efforts. This networking provides opportunities for collaboration. By participating in these opportunities RSVP is able to help strengthen the community by serving as the conduit, connecting volunteers with community agencies to help resolve local needs.

RSVP exhibits at local Health and Community Fairs many times throughout the year. This provides the opportunity to highlight how RSVP supports the independence of older adults and serves as an additional opportunity to network with other non-profit agency representatives.

RSVP utilizes the VolunteerMatch, the on-line volunteer recruitment resource, to promote opportunities of its partnering agencies. In 2013, RSVP made 216 referrals to partner agencies through VolunteerMatch. Since 2007 we have made 1,037 referrals to partner agencies. Every referral is responded to with information about becoming a member of RSVP and about the agency for which they have expressed an interest. The agency contact is copied on the response so that they are aware that RSVP has made a referral to them. We are able to post opportunities on behalf of our partners and refer potential volunteers who express an interest in their agency.

RSVP produces its own Directory of Volunteer Opportunities each year. The Directory is sent to all newsletter recipients and extra copies are distributed at Health Fairs and Senior Activity Fairs throughout the year. The Directories are a useful tool for making referrals to new members seeking placements in a new volunteer opportunity.

The most important network that Senior Focus nurtures is with the San Mateo and Santa Clara County's Area Agencies on Aging (AAA) and their service providers. RSVP networks to build public awareness and support throughout the aging services networks in both San Mateo and Santa Clara Counties. Senior Focus is woven into the fabric of senior services in the community.

In San Mateo County, the Strategic Plan for the provision of services to older adults is monitored by community members through the New Beginnings Coalition. RSVP is an integral part of the Strategic Plan as "Increased volunteering and community service" is an objective. The RSVP Program Coordinator regularly attends the New Beginning Coalition quarterly meetings and served on its Steering Committee in 2010/2011.

Santa Clara County's Aging & Adult Services developed a Seniors Agenda in 2012 at the request of the Board of Supervisors. This "Agenda" includes an objective for increasing the opportunities for older adults to volunteer. The RSVP Project Director was actively engaged in the community group that

Narratives

developed this agenda and is continuing to meet and network to accomplish the objectives of the agenda.

The Senior Focus Volunteer Services newsletter is a quarterly publication for all 3 Senior Corps Programs sponsored by MPHS-Senior Focus. The newsletter includes a Volunteer Gem on the cover of each issue. Each Senior Corps Program Coordinator has a column in which news about the program is shared with our readers. The newsletter always contains an article highlighting agencies and the opportunities it offers for volunteers. The newsletter also contains information about volunteer recruitment for new programs and services, orientations and training with partner agencies as well as local events for the community. We pay close attention to bringing awareness to issues of concern for older adults such as Community Health Fairs, sites for Income Tax Assistance, and Health Screening opportunities.

Demonstrate a plan to ensure RSVP volunteers receive training needed to be highly effective means to addressing identified community need(s).

Without a Volunteer Center in either San Mateo or Santa Clara Counties, RSVP is viewed as the expert in the field of Volunteer Management. Structured training is essential for Volunteer Managers to ensure that volunteers are an effective means to addressing community needs. It is in the best interest of this community to provide training to both partner agencies, and others agencies in the community who utilize volunteers, to help get things done.

A Station Retreat was held as part of the MoU renewal process 2 years ago. Agency Representatives were invited to attend a half day of information sharing and sign their MoU renewal. Based upon feedback from participants and CNCS staff it was a successful event. With new Performance Measure requirements, the benefits of holding a second retreat are becoming more evident. With the graduation of current stations and jobs, and the creation of new partnerships and volunteer opportunities, it is important to provide information regarding the changes taking place and to identify the new direction for RSVP. It is important that partner agencies understand why decisions are made, what affects these decisions have on the community and to engage their support on how this will help make the community stronger.

At last year's Pacific Cluster Learning Community Conference in Portland, Oregon, this Program Coordinator took coursework at the end of the conference in Volunteer Management Training of Trainers. A curriculum binder was given to every participant in this training. It contains the necessary tools to train Volunteer Managers on topics such as Designing Volunteer Positions,

Narratives

Volunteer Recruitment, Volunteer Motivation, Supervising Volunteers, Delegating to Volunteers, and Volunteer Performance Evaluation. There are 12 topics included in this curriculum with handouts, descriptions of activities and conversation topics, etc. It is our plan to utilize this curriculum to provide trainings to Volunteer Managers from local non-profit and government agencies in the community.

Describe the demographics of the community served and plans to recruit a volunteer pool reflective of the community served. This could possibly include:

1. Individuals from diverse races, ethnicities, sexual orientations, or degrees of English language proficiency:

Both San Mateo and Santa Clara Counties continue to undergo a cultural and racial diversification of its population. In San Mateo County, more than 34 % of county residents are foreign born. In 2000, approximately 34% of the population in the County of Santa Clara was born outside of the United States. There is also a huge diversity of languages spoken.

Currently, the members of this RSVP Program are primarily female (71%) and between the ages of 75 and 84 (37%). The average age is 77 years old. Eighty-Nine percent of members indicate that they are not Hispanic or Latino and 78% are White. Eighteen percent of the members are Asian, while Black/African Americans represent only 2% of the membership for this program.

While we like to think that we strive to be diverse, the reality is that this program's members are primarily older white women. We will make a commitment to review the program's statistics from year to year to determine if we have increased the diversity amongst the membership. Staff will work with the Advisory Council to create a plan to foster and increase other types of diversity such as Baby Boomers, male members, persons with the ability to speak other languages, in addition to increasing membership amongst persons of color.

RSVP will also work to identify volunteer opportunities that appeal to a diversity of populations in the community. For example, Self Help for the Elderly is a San Francisco based non-profit with programs and services in both San Mateo and Santa Clara Counties. The organization primarily serves the Chinese American Community. Senior Peer Counseling in San Mateo County has components within the program that target clients in the LGBT Community, Hispanic Community and Chinese Community. RSVP will improve its outreach to these segments of the community in recruitment of older adults into service.

2. Veterans and military family members as RSVP volunteers:

According to the 2010 US Census, there are an estimated 33,337 veterans in San Mateo County and

Narratives

69,334 veterans in Santa Clara County; representing 5.25% of California's veterans.

The San Mateo County Transit District recently received grant funding to start a Veteran Mobility Volunteer Corps. The Corps will partner with veterans support organizations to assist veterans and their families in identifying their transit options and resources, assist them in accessing those resources through personalized travel training, education, access to information and ongoing support from peers.

RSVP currently has a successful partnership with the Transit District for the Mobility Ambassador program serving older adults and looks forward to another successful partnership to serve veterans and their families.

The USO centers at the San Jose and the San Francisco International Airports rely on volunteers to fulfill the USO's mission of serving America's troops and their families. This RSVP currently has 25 volunteers (most of whom are veterans) serving at the San Francisco Airport USO. Volunteer recruitment will focus on volunteers to serve the USO at the San Jose Airport.

This service area is very fortunate to have an extensive VA Health Care System serving both counties in the RSVP service area. We currently have an MoU with the VA and have been in partnership since 1991 with several opportunities for volunteers to serve. Efforts are currently underway for the RSVP Program Coordinator to serve on the Community Advisory Committee for the Palo Alto Health Care System. We have had initial conversations regarding this opportunity and will continue our effort to build and strengthen the partnership with this organization.

3. RSVP volunteers with disabilities:

Both San Mateo and Santa Clara Counties have a Commission on Disabilities. The general purpose of these Commissions is to act in an advisory capacity in reviewing and evaluating the needs, services, facilities and special problems of persons with disabilities. They work to promote the independence and full participation of people with disabilities in their communities.

The RSVP Program Coordinator will attend general meetings of these 2 Commissions to help bring attention to RSVP and educate them about our role in engaging disabled older adults into service. A goal is to give a presentation about RSVP to the Commissions. In addition, RSVP will work with partner agencies to identify volunteer opportunities for members of the disability community.

The program plans to develop relationships with agencies serving the disabled community so that referrals can be made to RSVP for new members from the disabled community seeking opportunities to serve.

Narratives

Demonstrate a plan to retain and recognize RSVP volunteers.

RSVP retains its members through constant and on-going connections via the quarterly newsletter and e-mail notices of new and episodic volunteer opportunities.

RSVP conducts monthly orientations for new members and partner agency representatives. Orientations are held every-other-month at 2 different locations in this service area.

The Senior Focus Volunteer Services quarterly newsletter promotes RSVP, FGP and SCP to approximately 1,000 readers in San Mateo and northern Santa Clara Counties, The newsletter is distributed via US Postal Service and e-mail, depending upon the recipient's delivery preference. It provides information about program development and opportunities to meet the needs of the community.

RSVP's partnering agencies are encouraged to submit nominations for their high performance volunteers for publication in the newsletter. We call them Volunteer Gems. Gems appear on the cover of the quarterly newsletter. We ask agency representatives to let us know about exceptional volunteers, so we can share information about the services that they are providing to the community. This helps promote the work of volunteers and the diversity of service opportunities that are available. This also provides the opportunity for community partners to present their special volunteers. The column serves as an effective tool for providing recognition to both volunteers and the agency that submits the nomination.

RSVP holds a member recognition event each year. MPHS Senior Management, federal, state and local legislators as well as AAA management, CNCS staff and other VIP's are invited and attend the event to help recognize the volunteer service of RSVP members. Members look forward to this event each year where they receive recognition in the form of Presidential Volunteer Service Awards, acknowledgement for service longevity, and letters of congratulations from federal, state and local legislators.

Program Management

Demonstrate plans to ensure management of volunteer stations in compliance with RSVP program regulations (such as preventing or identifying prohibited activities).

While CNCS requires MoU renewals every 3 years, this project renews its partner agency's MoU's every 2 years. The purpose of this is to maintain a closer and stronger relationship with our partner agencies.

In recent years, all partner agencies have been asked to complete an accessibility survey during the MoU renewal process. Federal regulations require RSVP to assess whether partnering agencies are

Narratives

accessible to persons with disabilities, and document their ability to provide reasonable accommodations for volunteers. In order for RSVP to comply with regulations we ask partnering agencies to participate in an assessment of their facilities.

RSVP assures its members that all partner agencies provide a safe environment for volunteers. A Safety Checklist is an annual requirement for all of RSVP partner agencies. Until a recent Program Monitoring visit, we conducted this survey only when renewing the MoU -- every 2 years. We now understand that this is an annual requirement and will conduct the survey every spring in preparation for the April 1 grant start date.

Another recommendation stemming from the recent monitoring visit was the need for transparency with regards to "prohibited activities". Every partner agency received a letter outlining the prohibited activities at the end of October of 2014. Additionally, it appeared in the newsletter for RSVP members. This information will be included in the MoU renewal process every 2 years.

Demonstrate plans to develop volunteer stations to ensure that volunteers are performing their assigned service activities.

RSVP works closely with members to assure that their volunteer experience is rewarding. RSVP provides personalized referral to volunteers through an interview process.

RSVP encourages Volunteer Managers to provide written job description to every volunteer serving at their agency. We also encourage every RSVP member to request a written volunteer opportunity description from their volunteer supervisor so that they are aware of expectations, duties and responsibilities as a volunteer.

RSVP positions itself as a resource to both partnering agencies and its volunteers as a technical assistance provider. Members are free to contact RSVP to serve as a liaison to agency representatives when problems occur, and to the agencies that need suggestions and/or advice in working through difficult situations with their volunteers.

The Project Director, Outreach Coordinator and members of the Advisory Council continually connect with Executive Directors and Volunteer Coordinators/Directors from agencies who are existing partners in this RSVP Project, to build and maintain relationships and demonstrate the value of RSVP throughout San Mateo and Northern Santa Clara Counties. In addition, members of the Advisory Council are asked to do at least 2 site visits per year. A Site Visit Packet is prepared prior to each scheduled visit. The Packet contains information about the agency and its current volunteer opportunities through RSVP. A list of current members of RSVP who serve at that agency along with

Narratives

the jobs that they perform is also inserted. We also include the Job Descriptions that we have on file and the hours reported for each volunteer in each job for the last 6 months. A detailed site visit check list was developed to help guide the conversation during the visit. This helps us gather appropriate information to bring back to the program for follow-up. Below are checklist items developed as a Site Visit Guide.

- * What is RSVP?
- * Memorandum of Understanding (MoU)
- * Benefits of Partnership & Volunteer Enrollment: (volunteer insurance, recognition, personalize referral to volunteer opportunities)
- * Procedure for volunteer enrollment
- * Methods for Reporting Hours: (Individual Volunteer Timesheets, Agency Timesheets, FAX, E-Mail, Web Assistant)
- * What are current volunteer needs?
- * Do they have Job Descriptions for volunteers?
- * What can we do to help?
- * Set up presentation for organization's volunteers. We are happy to bring refreshments
- * Check additional materials that need to be sent. RSVP Brochures, Enrollment Forms, Job Description Templates, Insurance Brochure, Benefits and Policy Guide, Timesheets, etc.

Every volunteer will be made aware of the Performance Measure for the opportunity that they are engaged in. Volunteer "buy-in" to Performance Measures is equally important to the program's members as it is to the Volunteer Managers and Executive Directors at the agencies where RSVP members serve.

RSVP encourages Volunteer Managers to conduct not only an orientation to their agencies Mission/Vision and Purpose, but also to provide training for the specific job that the volunteer will perform. Orientation and training are 2 separate topics and should be given separate and equal consideration with new volunteers

RSVP will encourage Volunteer Managers and Volunteers to take advantage of the opportunity to conduct annual performance evaluations. We recommend that every volunteer be given the opportunity to hear from their supervisor about how well they are serving the organization and where improvement lies. Every supervisor should take the opportunity to listen to their volunteers regarding how satisfied they are with the opportunity to serve. This can be a very simple and brief annual process.

Narratives

Demonstrate plans to meet changing community needs to include minimizing disruption to current volunteers as applicable and/or graduating stations as necessary.

In response to the 20% reduction of federal support for RSVP a few years ago, this program held a 2-day retreat for staff and Advisory Council members to review RSVP's portfolio of community partners.

The purpose of the retreat was (1) to determine which current stations and jobs would remain in the project's portfolio, and (2) to establish a protocol of retention and rejection when selecting future partners and volunteer opportunities. The Corporation's Strategic Plan was a basis in making these decisions.

Criteria used for determining and selecting community partners:

- * Does this agency serve older adults?
- * What specific community need is being met as identified by the agency's Mission Statement?
- * What community need is being met by the jobs listed with RSVP for that agency?
- * What specific skills are needed to do this job? Would this job attract a Baby Boomer?
- * Is the job description well written? If not -- can we work with this agency to improve the job description to make it impactful to the community and attractive to Baby Boomers?
- * Can we measure the impact of this job on the community/clients served by this agency?
- * What are the benefits of volunteering at this agency? Are the benefits attractive to Baby Boomers?
- * Number of current RSVP Members serving at this agency
- * Is the MoU a two-way street? Is there a true partnership? Is the partnership strong or weak?
- * Does this agency (does this job) meet a need identified by the CNCS strategic plan?

Utilizing this criteria, the retreat resulted in the termination of approximately 35 MoU's and 125 RSVP members; with very little negative impact on the program or the sponsoring agency. This was actually a good test for the upcoming graduation of additional stations, jobs and volunteers.

Informing Stakeholders about the need to graduate stations from the program has already begun. We included an article about the National Performance Measures in the most recent issue of the newsletter. This will continue for the next 2 issues and graduations will take effect March 31, 2015. Graduated volunteers will be notified and encouraged to make an appointment with staff to find other opportunities within this project's scope of service. All members (current and graduated) will be invited to the Recognition Event in May and thanked for their service.

Demonstrate an organizational track record in managing volunteers in the Primary Focus Area, to

Narratives

include if applicable, measuring performance in the Primary Focus Area.

Senior Focus is a major community based agency with over 29 years of experience in developing and implementing senior services and 20 years of sponsoring RSVP of San Mateo County. Because Senior Focus is recognized as an essential service providers in the community this strengthens RSVP's visibility and history of success.

RSVP data is managed through a volunteer database software product. New data fields will be created in the database to include data for ongoing measurement of performance in Primary and Community Focus Areas. Quarterly site visits will assure timely and accurate data collection on order to to report outcomes to CNCS.

Demonstrate a plan to ensure the project is in compliance with RSVP federal regulations to include an RSVP Advisory Council.

The Senior Focus Community Advisory Committee consists of individuals who support the purpose of Senior Corps in this community and they encourage this application.

The Senior Focus Volunteer Services (SFVS) Advisory Council serves FGP, RSVP and SCP as there is one sponsor for all 3 Senior Corps programs. The mission of the Council is to stimulate and expand participation of people over 55 in voluntary services. SFVS Advisory Council challenges all older Americans to use their energy, skills, innovative spirit and experience to their fullest advantage to address the current and emerging needs of the community.

The SFVS Advisory Council takes an active role in all 3 Senior Corps Programs. The Advisory Council meets monthly to offer advice in all areas of project management, development and evaluation. The meeting schedule accommodates separate meetings for each program. This allows the FGP/SCP Director and the RSVP Director to work with the Council on specific program needs.

Recruiting new Council Members is and on-going project. We continually look for members to represent the cultural diversity of the service area. And with the new national performance measures, we are currently looking for members with specific interests and expertise in the Primary Focus areas.

Organizational Capability

Demonstrate plans to provide sound programmatic and fiscal oversight and day-to-day operational support to ensure compliance with RSVP program requirements and to ensure accountability and efficient and effective use of available resources.

Mills-Peninsula Health Services (MPHS) is a not-for-profit corporation with approximately 2,500 employees. MPHS is an affiliate of Sutter Health, one of the largest not-for-profit health organizations

Narratives

in Northern California with 60,000 employees.

RSVP is a program of Senior Focus, a department of MPHS. MPHS created Senior Focus in 1985 to help people protect their independence with health education and to provide services to assist when challenges appear. Because Senior Focus is part of MPHS, the programs and services it offers are held to a very high standard.

As an affiliate of Sutter Health, resources are available that are not typical of most sponsoring agencies. Senior Focus and RSVP have access to many professional services. Departments within the organization such as Marketing, Finance, Human Resources, Facilities & Operations, Purchasing & Distribution, Information Technology, etc., provide support. Internal Mills-Peninsula Health Services procedures are followed to effectively interact with various departments. Job descriptions and organizational charts help to define the internal structure. The Sponsor clearly has the capacity to ensure accountability as well as efficient and effective use of available resources to support the Program.

Demonstrate clearly defined paid staff positions, including identification of current staff assigned to the project and how these positions will ensure the accomplishment of program objectives.

Three paid employees staff this RSVP. The full time Director has an MS Degree and over 25 years of experience working with in social services, particularly with older adults. The Program Assistant (32 hours a week) has over 35 years of employment to Mills-Peninsula Health Services. Her organizational skills and customer service talents provide expertise to the program's management. In 2010, we funded a part-time Outreach Coordinator with the expansion of this RSVP program into northern Santa Clara County. All RSVP staff work under the supervision of the Director of Senior Focus.

In addition to paid staff, RSVP members assist with the operations of RSVP in a variety of ways. They do data entry, record management; file maintenance, mailings, etc. They are RSVP Volunteers and each has a specific job that they perform.

RSVP also has a corps of approximately six volunteers who are on call for special projects and mailings. These volunteers prepare the quarterly newsletter mailing, in addition to occasional on-call assignments to prepare prospective member packets, new member packets, special member and station mailings, etc. The RSVP Program Assistant manages all RSVP program volunteers.

Paid Staff Position descriptions and accountabilities are as follows:

Program Coordinator: This position is a vital link to San Mateo County and Northern Santa Clara

Narratives

County through community organizations, RSVP volunteers and RSVP partnering agencies. The Program Coordinator works closely with all these to assure successful program development and implementation. The coordinator utilizes the resources of the Corporation for National and Community Service, Mills-Peninsula Health Services, Senior Focus and the local community in order to provide a variety of opportunities for the older adults that meet the needs of both the non-profit community and the volunteers.

Position Accountabilities:

1. Recruit, train and supervise RSVP program staff.
2. Develop and adhere to an annual work plan identifying yearly goals and objectives that are meaningful, measurable, and relevant to national guidelines.
3. Prepare and submit all required reports, invoices, plans and other documents required by the Corporation for National and Community Service, assuring that they meet contractual requirements.
4. Develop and maintain volunteer opportunities for older adults in non-profit agencies.
5. Develop, oversee and evaluate a volunteer recruitment plan.
6. Provide consultation to the volunteer stations and partnering agencies to assist with volunteer program development, problem solving, and to increase volunteer effectiveness.
7. Manage program funding grants. Develop and submit an annual budget to the funder that meets contractual requirements of CNCS.
8. Conduct community education workshops on specialty topics.
9. Identify measurable volunteer performance outcomes to evaluate the effectiveness of RSVP.
10. Develop, coordinate and implement all communications to the RSVP volunteers.
11. Recruit and train community leaders to serve on the RSVP Advisory Council.
12. In conjunction with the Advisory Council, plan and coordinate the annual RSVP volunteer recognition event.
13. Attend relevant meetings of aging provider networks.
14. Attend mandated training conferences and regional meetings of CNCS leadership community.
15. Actively work in support of regulatory compliance and assuring that MPHS maintains full accreditation and compliance with state federal regulations.
16. Participate in community health fairs and aging related events to promote the programs of Senior Focus and Mills-Peninsula Health Services.

Program Assistant: At the direction of the RSVP Program Coordinator, the RSVP Program Assistant works cooperatively with the sponsoring agency (MPHS) and RSVP staff to accomplish the over-all

Narratives

goals and objectives of the RSVP program and to meet contractual requirements. Has overall responsibility for assisting the RSVP Coordinator in the day-to-day operations of the RSVP project for San Mateo and Northern Santa Clara Counties. Responsible for coordinating office and special project volunteers.

Position Accountabilities:

1. Coordinate data entry of RSVP member hours and other program reporting information.
2. Interview prospective volunteers for appropriate referral to meaningful community volunteer opportunities.
3. Implement orientation for new and potential RSVP members and partner agencies.
4. Inform Project Director of all problems, concerns and issues of members and partner agencies, and assist in solving these problems.
5. Coordinate RSVP volunteers for special events and short term projects.
6. Attend Department and Program staff meetings.
7. Word Processes the program's newsletter, and manages its distribution.
8. Assist the RSVP Coordinator in planning and coordinating special events and projects.
9. Update and maintain the RSVP Office Operation Manual.
10. Provide secretarial support to the program.
11. Prepare reports and correspondence for approval by the Program Coordinator.
12. Perform other project related duties as requested by the Project Director and Sponsor.
13. Actively work in support of regulatory compliance assuring that MPHS maintains full accreditation and compliance with state and federal regulations. Understands specific responsibilities for regulatory compliance in the home department and insures daily requirements for compliance are met.

Outreach Coordinator: At the direction of the RSVP Director, the Outreach Coordinator is responsible for recruitment, orientation, referral and retention of older adult volunteers. The Outreach Coordinator works cooperatively with the sponsoring agency (MPHS) and RSVP staff to accomplish the over-all goals and objectives of the program and to meet contractual requirements. The position involves extensive community networking and outreach. The Outreach Coordinator works with community agencies to develop new volunteer opportunities that meet significant community needs.

Position Accountabilities.

1. Establishes and maintains a relationship with current RSVP members.
2. Develops, maintains and strengthens professional relationships with current partnering agencies.

Narratives

3. Works with partnering agencies to develop volunteer opportunities that meet significant community needs. Assures that the impact can be measured in accordance with the Memorandum of Understanding signed with partnering agencies.
4. Contacts non-partnering nonprofit organizations to educate them about the services and benefits offered by RSVP.
5. Develops a volunteer recruitment plan to include methods such as presentations, health fairs, on-line recruitment tools, etc.
6. Interviews prospective volunteers for appropriate referral to meaningful community volunteer opportunities.
7. Conducts RSVP orientations at off-site locations on a regular basis.
8. Informs Project Director of all problems, concerns and issues of individual sites and assists in solving these problems.
9. Works autonomously throughout the service area with minimal face to face supervision.
10. Prepares reports, correspondence, meeting agendas and minutes, etc.
11. Attends staff meetings, advisory council meetings and community meetings.
12. Develops articles for the program's newsletter.
13. Assists in the planning and preparations for RSVP events.
14. Perform other project related duties as requested by the Project Director and Sponsor.
15. Actively works in support of regulatory compliance assuring that MPHS maintains full accreditation and compliance with state and federal regulations. Understands specific responsibilities for regulatory compliance in the home department and insures daily requirements for compliance are met.

Demonstrate organizational capacity to develop and implement internal policies and operating procedures to provide governance and manage risk, such as accounting, personnel management, and purchasing.

MPHS has a very extensive Employee Handbook which outlines regulations and benefits of employment. There are also Policies available on the Intranet. In addition to employment information, this site also provides detailed information regarding job announcements, current and past employee newsletters, awards and honors bestowed upon the organization and standard forms for employees to submit ideas, employee recognition, and requests for time-off, etc.

Local travel (site visits, outreach events, meetings, etc.) is reimbursed at the current federal rate for

Narratives

mileage reimbursement.

Organizational systems for continuous improvement include: annual Experience of Work surveys from employees, Patient Satisfaction surveys results, and Departmental Performance Improvement Projects.

MPHS has procedures and systems in place for evaluating employee performance. Evaluations are done annually in accordance with Personnel Policy # 1.06. All staff receives annual evaluations. MPHS provides procedures and systems for continuous improvement. According to Personnel Policy # 1.09, MPHS recognizes its responsibility to provide a work environment that promotes self-development and learning. By continuously improving each employee's performance, the organization's performance is improved as well. This policy promotes staff development at the organizational, departmental and individual levels.

The MPHS Purchasing Department serves all departments in the organization. Supplies are ordered according to a protocol established by the organization. Certain supplies are automatically authorized at a negotiated cost (standard office supplies) while others are purchased at catalog prices. Supplies for recognition and other events are provided via a Purchase Order procedure through the Purchasing Department. This organization's capacity to assure that the project had a sufficient amount of supplies is more than adequate.

According to Personnel Policy # 2.09, Tuition Aid is a benefit for all benefited employees working 20 hours or more per week. The benefit is designed to assist employees financially as they pursue careers in the Healthcare field and/or attend courses related to the Healthcare profession.

Education Leave is intended to encourage and assist employees to attend courses directly related to their jobs by keeping their pay whole. MPHS will reimburse 100% of fees up to \$1,000 per calendar year (based on the date payment is received) for full-time employees and a prorated amount of that for part-time employees. Reimbursement will be made for tuition, laboratory fees, books and certification exams.

Tuition Aid is not designed for use in attending health promotion programs, personal growth programs, or to pay for lodging or travel expenses.

With that said, CNCS requires each RSVP grantee to allocate funds in their budget for long distance travel. This Project has always been allowed to use Education Leave to pay for the time away from the office while attending professional development conferences in a field related to the work of RSVP.

We have been permitted to use Tuition Assistance to pay for conference fees. CNCS funds have been used to pay for travel, lodging and meal expenses while attending National Conferences.

Narratives

MPHS Management and Directors undergo an extensive annual budget process that addresses both operating and capital expenses for their departments.

The organization is a registered non-profit organization and has a Board of Directors who meet monthly and are governed by Bylaws.

Manage capital assets such as facilities, equipment, and supplies

According to the Sutter Health Consolidated Balance sheet (December 31, 2013), the net assets of the organization is \$14,215,000,000.00. There are 27 Sutter Health - Health Care Facilities in northern California.

Demonstrated organizational infrastructure in the areas of robust financial management capacity and systems and past experience managing federal grant funds

Please refer to the Financial Management Survey and its attachments in response.

Other

N/A at this time

PNS Amendment (if applicable)

N/A