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Executive Summary

An estimated 188 RSVP volunteers will serve over the three year project period. The primary focus area of this project is Healthy Futures. Secondary and tertiary areas of focus include: Disaster Services and Other Community Priorities. The service activities that these older adults will be involved in include delivering Kosher Meals on Wheels, collecting, organizing and delivering food for our pantry, providing telephone reassurance and friendly visiting, Intergenerational programming, and disaster preparedness and mitigation. At the end of the three-year grant, we anticipate that 400 homebound or older adults, individuals with disabilities and/or their caregivers will be served and that 80% (in the aggregate) will report having increased social ties/social supports including increased food security. We will recruit volunteers who reflect the diversity of the 925,328 residents of our Bergen County community. Bergen County has the largest older adult population in the state of New Jersey (179,213 residents 60 and over) and it is expected to double by 2030. 59.8% of our seniors living alone and 28.7% of coupled seniors live below the Elder Economic Security Standard; Index which measures the minimum income older adults require to make ends meet, live with dignity and remain in their own homes as they age.

Limited financial resources also make it hard to manage when an unexpected crisis occurs. Our community was one of the areas hardest hit by Superstorm Sandy. It disproportionately affected households, like those of many seniors, who live below the basic survival budget and are much less likely to have the resources to recover. Our goal is to increase the ability of our elders to remain in their own homes with the same or improved quality of life for as long as possible.

Jewish Family Service, Inc. (JFS) is a family service and licensed mental health agency, with over 60 years of experience, whose primary purpose is to develop healthy individuals, strong families and vital communities. In doing so, we have earned a reputation as one of the most respected human services agencies in our region. We maintain the highest standards of ethical leadership, fiscal integrity, transparency, cost effectiveness and responsiveness.

The CNCS federal investment of \$65,893 per year that we request will be supplemented each of the three years by matching funds contributed to JFS by the Jewish Federation of Northern NJ.

Strengthening Communities

The baby-boomer cohort is aging. According to the most recent US Census data there has been a remarkable growth in the older adult population (60+) in Bergen County, NJ and it is expected to more than double by 2030. 179,213 residents 60 and over reside in our community and this group is

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expected to increase to 495,000 by 2030. The aging population is also living longer. A child born in 2007 can expect to live 30 years longer than a child born in 1900. In fact, the fastest growing segment of our population are those 85+; elders who are increasingly health challenged and dependent on services to remain in their homes.

Women are more likely than men to be among those aged 85+. The challenge is -- that as a result, they are also linked with more years of disability, caregiving, isolation, and poverty. These factors are in part due to increased life expectancy but other contributing factors may be the tendency for women to marry men older than themselves, a combination of fewer years in the workforce and lower overall earnings, and the growing number of older women who are experiencing divorce in later life, an occurrence that in the past was considered rare.

Based upon twelve years of providing care management services, JFS can attest to the fact that growing numbers of frail elderly and their caregivers are desperately seeking information about services that can help them or their loved one remain safely in their home. Our experiences are validated by NJ211 which handled 14,951 Bergen County calls for help in 2013 and an explosion of unique visitors (89,443) on its nj211.org web site. In Bergen County, 3% percent involved requests for assistance with food; 76% involved requests for assistance with individual and family care; and another 3% were requests for disaster assistance (Bergen County was one of nine counties in New Jersey hardest hit by Superstorm Sandy and recovery has been slow).

Our experience has taught us that every day, seniors in Bergen County struggle to cover their most basic needs. According to the Elder Economic Security Standard₂ Index which measures the minimum income older adults require to make ends meet, live with dignity and remain in their own homes as they age, 59.8% of seniors living alone and 28.7% of coupled seniors live below the Elder Index in Bergen County. Larger proportions of women (63.6%) than men (45.9%) live below the index; and African Americans and Hispanics are more likely to live below the index than the Asian and White population. Specifically, 80.1% of single Hispanics and 94.5% of single African Americans live below the Elder Index in Bergen County. A recent study published in the Bergen Record newspaper on September 2, 2014 further confirms our experiences. According to the study, many older adults seen in the emergency room for health problems also showed signs of malnutrition or the risk of malnutrition, though most had not previously been diagnosed with the condition. Sixty percent were found to be malnourished or at risk. Malnutrition was highest among patients with symptoms of depression (52%), those living in an assisted living facility (50%), those having trouble buying

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groceries (33%) and those who had difficulty eating (38%). Authors of the study hope emergency physicians will take pause at the findings and intervene in such ways as using nutritional supplements and referral to meal assistance programs such as Meals on Wheels and food pantries.

Family caregivers represent another 25% of the adult population (55+) according to Caregivers of New Jersey and account for 80% of the long term care that is provided in our state. Family caregivers are often so concerned with caring for their relatives' needs that they lose sight of their own well-being. Many take on the caregiving role willingly, but it can be an act of love -- with consequences. This year's caregiver may become next year's patient. The added strain of caring for another person puts their own health "at risk." They describe themselves as "physically and emotionally spent and, at times, socially isolated." As their loved one's frailty increases, there is a progression in the amount of hands-on care that is needed, from assistance with daily living tasks to round-the-clock care. Soon they find themselves consumed.

When Superstorm Sandy hit in 2012, it was the most disruptive natural disaster to hit New Jersey in recent history. Our Bergen County community was one of the areas hardest hit by the storm. The impact on seniors and caregivers alike was severe both in terms of extraordinary expenses and lost income. It disproportionately affected households, like those of many seniors, who live below the cost of basic household necessities and are much less likely to have the resources to recover.

The most common problem was lack of power; isolating homebound seniors and individuals with disabilities. Widespread power outages reduced the ability of towns and households to respond to the crisis. Gasoline shortages further slowed response and recovery, limiting the effectiveness of generators and adding time and cost to transportation. There was also the obvious loss of food in a refrigerator and freezer without power. Food was clearly a concern. It was the number one reason people called NJ 211 in the two weeks following the storm.

With increasingly fragmented families and the potential for record numbers of older adults needing care, there is cause for concern. The need to strengthen access to supportive services for isolated older adults who are homebound and impoverished and to prevent their premature institutionalization is what inspired this project. JFS is excited about taking the lead in this important initiative and to paving the way for healthy futures by offering a continuum of care that cost effectively meets what will soon become an overwhelming demand by so many of our elders who cannot afford the services they need to support their independence, dignity and choice, and to age safely in place.

Our objective is to increase the ability of our elders and/or their caregivers to remain in their own homes with the same or improved quality of life for as long as possible. We will support their aging in

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place with home delivered meals; emergency food from our pantry; companionship; by preparing for the unexpected; and by encouraging involvement in intergenerational programming as volunteers. Over the three year project period, it is anticipated that 225 older adults will receive Kosher Meals on Wheels involving 125 volunteers and an additional 5 volunteers will distribute food packages from our pantry to 36 elders. Another 65 older adults will benefit from friendly visits and telephone reassurance provided by 25 volunteers. We will keep seniors active and engaged in civic activities by involving 10 as volunteers in intergenerational programming for 100 school-aged children as part of our Club Ed programs in the Ft. Lee and Fairview, NJ school districts, and we will recruit and train a corps of 20 older adult volunteers to be activated during a time of community-wide crisis/disaster. The desired outcome is that 95% of those served by our Kosher Meals on Wheels program, 90% of those served through our food pantry, 75% of those receiving friendly visits and telephone reassurance, will report having increased social supports and/or food security. Our Disaster Services will increase community resiliency and 80% of the members of our Disaster Assistance Corp will report increased preparedness and readiness to respond. Those involved in our Intergenerational programming (Other Community Priorities) will not report a national performance measure but will have addressed an unmet community need. Many parents have been requesting the extension of homework time explaining that their children need academic assistance they cannot provide because of language barriers. Older adults who choose to participate in our Healthy Futures and Disaster Services initiatives will receive a minimum unit of service in order to affect the desired outcomes. For those receiving Kosher Meals on Wheels the minimum unit of service is 20 meals; the Food Pantry is 2 visits; Friendly Visiting and Telephone Reassurance are 4 visits and Disaster Preparedness is 2.5 hours of training. Overseeing the collection of service delivery, benefit and outcome data will be the responsibility of the part-time Volunteer Program Assistant using an electronic linear statistical system to track all services. Participants will be counted only once and only when they have received (logged) at least the minimum units of service recommended. Benefit and outcome data will be documented using the Senior Corps Independent Living Performance Measure Survey (pre and post) as recommended, participant satisfaction surveys and by case managers who will record their observations/assessments in the case notes maintained in each client's file. Volunteers are also trained to document pertinent and observable behavior and report to the Volunteer Coordinator or care manager for follow-up if necessary. Outcome data will be evaluated by program staff under the leadership of Julye Myner, Director of Operations, to advise program improvements and modifications as part of JFS' Performance and Quality Improvement Plan.

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Criteria used during the Quality Assurance Review takes into account the requirements of funding agencies and the more stringent agency standards for services and practice. The resulting compilation is the basis for our four-month Quality Assurance Report. Any practice standard within a given Division reflecting a performance score below 90% compliance necessitates a plan for remediation or in-depth explanation prepared by the respective Division Director for review by the Executive Director and the Director of Operations. In keeping with the shared responsibility for service standards, the full results of the Quarterly Quality Assurance Review are presented to the entire staff at the monthly agency-wide staff meeting. Concurrently, the Quality Assurance Report is submitted to the Board of Trustees and the Professional Services Committee (which will serve as the RSVP Advisory Board). These lay leadership members are, in turn, invited to be part of the record review teams that conduct the actual Quality Assurance process. The annual appraisal of the Quality Assurance program will be documented and will include the review of adequacy of monitoring, evaluation and reporting mechanisms, and evidence of solutions to identified problems.

Recruitment and Development

Why volunteer?

"Volunteerism is the lifeblood of community improvement and social change in the United States."

JFS firmly believes in the value of volunteering. Volunteers contribute significantly to our ability to reach our goals through providing increased or expanded services to our clients. In addition, volunteers serve as ambassadors, helping to promote community awareness and connecting those in need to available programs and services they may not know exist. In doing so, they attract others among their peers interested in staying ageless by making a difference through volunteerism.

JFS will offer only the highest quality volunteer assignments in order to attract the most skilled, interested and committed older adults. Volunteers may take an active role in any one or combination of our vital programs and services promoting Healthy Futures including:

Kosher Meals on Wheels

Our Kosher Meals on Wheels home delivered meal program is a lifeline for homebound seniors and individuals with disabilities. In addition to nutritionally balanced kosher meals (5) delivered weekly, volunteers also deliver vital human companionship.

Emergency Food Pantry

Nearly half of all older adults will encounter at least one year of poverty between the ages of 60 and 90. Our emergency food pantry is there for those who are unsure of where their next meal will come

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from. In addition to receiving a three day package of healthy foods, an older adult may also receive information about other programs they may access. It is our goal to make the pantry mobile by delivering fresh fruits, vegetables and meats to low-income senior housing complexes and other sites where seniors in need may congregate.

Friendly Visiting and Telephone Reassurance

Our Friendly Visitor and Telephone Reassurance programs help prevent isolation and depression by encouraging lonely elders to socialize. Volunteer activities commonly include monthly personal visits; maintaining regular telephone contact; assisting with shopping and errands; letter writing and other opportunities for making social connections such as our Adopt-a-Grandparent program and Joy Lunch Club (holiday luncheons for homebound elderly). Volunteers in this program are specifically trained to understand and appreciate underlying social needs and, in doing so, to provide a sense of dignity and worth for the clients that is so often lacking.

Disaster Assistance

Bergen County was one of nine NJ counties hardest hit by Superstorm Sandy. As a result of the lessons learned, JFS will establish a corps of trained (2.5 hours) Disaster Assistance volunteers prepared to mobilize at a moment's notice. They will help older adults and individuals with disabilities to prepare kits in advance of a disaster and will deliver emergency supplies to and conduct home checks on "at risk" older adults and individuals with disabilities who may be without power and unable to leave their homes.

Intergenerational Programming

JFS builds accomplished children with engaging programming in a safe environment. Club ED is our afterschool program for students from Kindergarten through 5th grade. Volunteers are needed for the programs operating in the Ft. Lee and Fairview, NJ school districts. Based on skill and interest, volunteers may be involved by providing one hour/day (3 -- 4 p.m. Monday through Friday) of homework assistance.

Throughout the three year project period, we will work to engage a diverse group of volunteers (55+) reflective of the demographics of our community (60% Caucasian, 18% Hispanic, 16% Asian and 7% African American). JFS will focus its recruitment efforts where we maintain close collaborations such as with community based organizations like Heightened Independence and Progress, a disabilities advocate and Community Hope for Veterans; at activities centers like the Richard Rodda Community Center in Teaneck and the Kaplan JCC on the Palisades; through faith communities like Trinity

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Episcopal Church and service organizations like the Rotary Club; and from the workplace in association with Bergen County's United Way.

Any individual interested in volunteering must complete our Volunteer Application form and be interviewed by our Volunteer Coordinator. The form allows applicants to answer questions that relate to the type of service they wish to provide. It is important that we know applicants' interests and skills in order to find the most appropriate type of assignment. They will also need to undergo fingerprinting and a background check. In addition, three character references are required. If selected, volunteers may participate in any of the various focus area activities based on their availability, skills and interests. They will be given a detailed job description, have clear goals and objectives outlined and will undergo a 90 minute orientation. Our Volunteer Coordinator will provide the one-on-one orientation during which volunteers will be introduced to the policies and procedures, rules and regulations governing their involvement in the RSVP program. To ensure that they are highly effective in their chosen area of service, volunteers will receive preparation for the specific responsibilities and duties associated with their work station. Cultural competency is also stressed as part of the orientation. Members will be closely supervised by the Volunteer Coordinator. In addition, she will offer group trainings throughout the project period.

At JFS, volunteers are held to the same Code of Ethics as salaried staff. All written, oral, or visual information acquired through volunteering is considered confidential. In addition, they are expected to honor their commitment by appearing at the appointed time and day of their service or contact their supervisor if they must be absent. Records are maintained on every volunteer who is providing service. Files include identifying information, i.e. volunteer name, address, phone number, client assigned, frequency of service, and reason for terminating the volunteer activity if applicable.

Volunteers will be recognized for their service in features on our website and in our newsletter and social media. We host an annual appreciation dinner during National Volunteer Week in April, at which each volunteer is acknowledged individually for their contribution and impact.

Program Management

JFS has an established organizational structure, as well as, the strong leadership needed to move our mission forward. However, our greatest strength comes from a supportive, caring, professional, multi-lingual and culturally competent staff. The RSVP program will involve a team of both administrative and direct services professionals who, together, will deliver the highest quality of service in a dignified, respectful and empowering manner.

Our team will be led by Susan Greenbaum, MSW, LCSW who serves as the Executive Director and

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reports directly to the Board of Trustees. She brings over 30 years of clinical, management and administrative experience to her leadership of the organization.

With the Executive Director at the helm, agency operations are effectively organized within departments and overseen by their respective administrators. Other administrators who will be part of our team include the Chief Financial Officer, Marilyn Perez along with an assistant and bookkeeper. Marilyn has worked in the financial field for 20 years and has worked in the non-profit sector for all of those years. The CFO manages the agency's finances, fiscal reporting and purchasing, and works to ensure accountability and efficient and effective use of available resources. The Director of Operations oversees agency operations data, quality assurance, continuous quality improvement and programmatic reporting. Julye Myner, who has a Ph.D. in Clinical Psychology holds that position and has been with JFS for 6 years.

Dynamic and resourceful management is the key to success for any volunteer program. The myriad responsibilities, tasks, and challenges involved in overseeing such an enterprise call for individuals with outstanding talents and solid experience in the field. For JFS they are Patty Stoll who is the Director of Adult Care Management. She has a MA in counseling and has served in this capacity since 2001. She, along with Nina Ashurov who has served as Volunteer Coordinator for the last year, will manage the RSVP program -- most specifically the recruitment, selection, training and retention of volunteers. They will also be responsible for monitoring work stations to ensure compliance with RSVP program requirements. The Volunteer Coordinator will also work with a part-time Volunteer Program Assistant; hired specifically for this program. They will oversee the daily work performed to ensure that volunteers carry out their assigned service activities. The Volunteer Program Assistant will also be responsible for matching volunteers to the various activities (in consultation with our care managers), track and record participation, prepare statistical reports and support the Professional Services Committee. Our 30 member Professional Services Committee (community advisory group) will ensure community participation in the project. The group meets monthly with program staff. Currently, 13 members are involved in the proposed focus area activities.

Organizational Capability

JFS enthusiastically accepts the responsibility for assignment and supervision of RSVP volunteers in Bergen County, NJ because we have the demonstrated capacity to put into action an extraordinary program. We are a family service and licensed mental health agency, with over 60 years of experience, whose primary purpose is to develop healthy individuals, strong families and vital communities. In doing so, we have earned a reputation as one of the most respected human services

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agencies in our region.

JFS was founded in 1952. Initially known as the Jewish Welfare Council of Bergen County, we were established by local leaders to address the human and communal needs of families and individuals within the Jewish community. Our role has expanded considerably to meet the changing needs of the community and, today, we serve more than 3,000 people of all ethnic and religious backgrounds, ages, and orientations. Our services include: counseling, case management, direct assistance and support, psycho-education and afterschool enrichment.

JFS is a 501C3 non-profit, non-sectarian organization and registered charity with the State of New Jersey. Governance is provided by our Board of Trustees. Members are a dedicated group of community leaders who are experts in areas of business, law, finance, healthcare, real estate, and philanthropy. Under their stewardship, the organization is fiscally sound with a budget of \$2.4 million from a combination of sources including corporations, foundations, and individual donors. Additionally, we have managed federal, state and county government grant funding for almost two decades including multiple third party direct service contracts (Medicaid/Medicare, private insurance) for the last 20 years. Current agency grants are from: The Russell Berrie Foundation, Hebrew Immigrant Aid Society, Federal Emergency Management Agency, County of Bergen Community Development, County of Bergen Aging and Disability Resource Connection, NJ Department of Human Services -- Division of Family Development. JFS has also been receiving funds from the Conference on Jewish Material Claims against Germany for over fifteen years.

JFS has assets totaling \$1.4 million and owns the building from which we operate our programs and services. Our experience managing capital assets (facilities, equipment, supplies) spans our full 60 year history. An independent audit is conducted annually by Loeb & Troper LLC resulting in unqualified opinions. According to the most recently completed audit, administrative and fundraising expenses costs are low at 22% and 7% respectively. A full 69% of our revenue supports our programs and services. In short, JFS maintains the highest standards of ethical leadership, fiscal integrity, transparency, cost effectiveness and responsiveness.

Other

NA

PNS Amendment (if applicable)

NA