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Executive Summary

An estimated 147 RSVP volunteers will serve in Mahoning and Trumbull Counties. Their activities will include helping low-income individuals gain access to health care and affordable prescription medications, providing companionship and transportation to seniors to help them remain living independently, and providing transportation to homeless veterans to help them transition into permanent housing. The Primary Focus Area of this project is Healthy Futures. At the end of the three-year grant, 50 independent-living seniors will report increased social ties and perceived social support and 20 homeless or unemployed veterans will be transitioned into safe, healthy, affordable housing. The CNCS federal investment of \$51,543 will be supplemented by \$6,000 in non-federal resources.

Strengthening Communities

Mahoning and Trumbull Counties are perhaps best known for the economic hardships faced by Youngstown, Ohio, the city that straddles the border of the two counties. Youngstown, once a thriving city with more than 170,000 residents and a booming hub of the steel industry, is now often used as the poster-child for post-industrial economic decline. Over the past 40 years, more than half of Youngstown residents have left the city; an astonishing 50,000 fled between 2010 and 2012 (Stanford and Huusko).

According to US Census data, Youngstown is currently home to just over 65,000 individuals, 36% of whom live below the poverty line. The median household income, \$24,421, is less than half the national \$53,046 (Census).

But the community needs in Mahoning and Trumbull Counties are not limited to Youngstown. The two-county area, whose population totals 440,311, has a poverty rate of 17% (Census). The child poverty rates are 29.8% for Trumbull and 33% for Mahoning (USDA). The unemployment rate across both counties as of July, 2014, is 7%, above both the Ohio (6%) and national (6.5%) averages (US Bureau of Labor Statistics). Food insecurity in the geographic service area is at 17%, and areas in both counties, including major portions of the area's two largest cities, Youngstown and Warren, have been designated food deserts (USDA).

While we are not the incumbent sponsor for this opportunity, we currently offer senior programming in Trumbull County through our six Senior Citizen's Opportunity for Personal Endeavor (SCOPE) centers. We also offer extensive programming in both Trumbull and Mahoning Counties that includes: services for veterans through VA-funded programs, domestic violence shelters and visitation

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services, mental and behavioral health counseling services for children and adults, a veterans-focused AmeriCorps program, and a Foster Grandparent Program. F&CS is deeply invested in National Service and is committed to using National Service participants to help solve community problems. Having RSVP in Trumbull and Mahoning counties would help us provide better services to the counties' residents, particularly in the Healthy Futures Focus Area.

Primary Focus Area: Healthy Futures

Need: Access to Care

Mahoning and Trumbull Counties fall into the Cleveland Clinic's 21-county Northeast Ohio coverage area (10). In its most recent Community Needs Assessment Report, the Cleveland Clinic identifies Access to and Knowledge of Available Health Services, and Access to Community Services as two of its ten "Top Community Health Needs" for Northeast Ohio (25). The Robert Wood Johnson Foundation reports that 12% of residents in Mahoning County and 15% in Trumbull County indicated that they could not get the health care they needed in the past 12 months because of cost (County Health Rankings). While the Affordable Care Act undoubtedly makes progress toward making healthcare more affordable, including closing the Medicare Part D coverage gap or "doughnut hole," the gap will not be closed until 2020 (Closing the Coverage Gap). Until then, many participants will still face the gap. According to HHS, while in the "gap," individuals will pay 72% of generic drug costs in 2014, 65% in 2015, and 58% in 2016 (Medicare.gov).

Even for covered individuals, many drugs, including those used to treat chronic conditions, remain remarkably unaffordable. For example, Sovaldi, a relatively new drug that is effective in treating chronic Hepatitis C, is likely to cost patients "as much as \$7,000 in cost sharing over a 12-week period" (Neuman, Hoadley, Cubanski). Programs to help individuals afford such medications do exist, but locating and applying for such assistance can be a daunting task. Currently, through our Medication Assistance Program (MAP), F&CS trained RSVP volunteers help clients in our service area find available pharmaceutical assistance plans (including Medicare, when applicable), walk them through all the options, and help them complete application forms. In 2013, in Portage County (a county in our current service area), our MAP program helped more than 100 individuals lower their prescription costs. However, simply lowering patients' medication costs may not be the best approach. Recent research has demonstrated a link between food insecurity and failure to take important medications, and suggests helping individuals access affordable foods as way to help them afford their medications (Bond).

According to a study led by Dr. Seth Berkowitz of Massachusetts General Hospital, "one in three

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Americans with a chronic disease such as diabetes, arthritis, or high blood pressure has difficulty paying for food, medications, or both." The same study, published in the American Journal of Medicine, reports that people who had difficulty affording food were four times more likely to skip medications than people who had plenty of food (Bond). This is not surprising, since chronic diseases such as diabetes, which require continuing medication and/or care, disproportionately affect low income individuals. In Ohio, 17.8% of residents with an annual household income less than \$15,000 are diabetic, compared to 5.6% for residents with annual household incomes over \$50,000 (Healthy Ohio).

In Mahoning and Trumbull Counties, chronic disease and poor health are major issues. In Mahoning County, 30% of adults are obese, 11% have diagnosed diabetes, and 14% report being in poor or fair health. In Trumbull County, 33% of adults are obese, 12% are diagnosed diabetic, and 20% report being in poor or fair health (Robert Wood Johnson). The counties also suffer larger-than-average food insecurity rates--17% in Mahoning and 16% in Trumbull, compared to 14% nationwide (Robert Wood Johnson). As Dr. Berkowitz' study points out, this combination of food insecurity and chronic disease forces many individuals to choose between paying for food and paying for medical services and/or medications.

Activities

F&CS RSVP will address two of the top ten needs identified by the Cleveland Clinic's Community Needs Assessment by helping individuals gain access to health care and to other community resources, particularly food.

F&CS RSVP will continue to help individuals in our service area gain access to care, including affordable prescription medications, by expanding the scope of our existing Medication Assistance Program (MAP).

Our new MAP program will include a three-pronged approach:

1. Our trained RSVP volunteers will continue to help clients find available pharmaceutical assistance plans (including Medicare, when applicable), walk them through all the options, and help them complete application forms.
2. F&CS will ensure that RSVP volunteers become trained counselors of the Ohio benefit bank, a public-private partnership between the State of Ohio, the Ohio Association of Foodbanks, four federal agencies, eight state agencies, and over 1,300 faith-based, nonprofit, governmental and private partners.
3. In addition to helping individuals find more affordable medications, RSVP volunteers sit down one-

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on-one with clients, help them identify food and medication assistance programs they qualify for, and help them apply to those programs. If the clients do not qualify for state or federal benefits, RSVP counselors will connect clients with community programs in the area, many of which are run by Family and Community Services.

Need: Aging in Place-Social Isolation

In a 2009 article entitled "Social Disconnectedness, Perceived Isolation, and Health Among Older Adults," researchers indicate that perceived lack of social support leads to worse mental health in older adults (Cornell and Waite). Multiple studies, including the 2012 Archives of Internal Medicine article, "Loneliness in Older Persons," indicate that loneliness among older adults is associated with increased risk of death (1080). According to John Cacioppo, a professor of Psychology at the University of Chicago, loneliness has a stronger impact on premature death than does obesity (Harms). In Trumbull and Mahoning Counties, 22% of adults report having "inadequate social support" (Robert Wood Johnson), and many more are at risk for becoming isolated. Multiple studies, as Cornell and Waite point out in a Journal of Health and Social Behavior article, identify living alone as an indicator for social isolation among older adults (1). In the two-county service area (Mahoning and Trumbull Counties), 29% of individuals 65 and over, and 37% of individuals 75 and older live alone, putting them at risk of social isolation (US Census).

Service Activities

A 2010 study published in the British Journal of Psychiatry, indicates that befriending, as an "emotional support intervention commonly offered by the voluntary sector," can reduce emotional distress and depression (99). While befriending or companionship may work for many individuals, others may also need transportation to shopping, medical appointments, and other places to help them remain connected to others. As Nina Glasgow points out in the book, Social Integration in the Second Half of Life, adequate transportation is a "key link to promoting older individuals social integration," while "inadequate transportation can contribute to social isolation" (Pillemar 108). To help improve individuals' social ties and perceived social support, 100 RSVP volunteers will provide companionship and transportation to seniors who live alone in Mahoning and Trumbull County.

Need: Food Security

In the 2013 Community Health Needs Assessment, the Cleveland Clinic identifies Healthy Food options as one of the top 10 community needs in Northeast Ohio, pointing out that individuals with "limited access to affordable healthy food" are more likely to suffer from chronic diseases such as

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obesity and diabetes (26). According to the Robert Wood Johnson Foundation's County Health Rankings and Roadmaps, 17% of the residents in Mahoning and Trumbull counties are food insecure, and the counties' children suffer the most. Feeding America's "Map the Meal Gap" reports that 26% of children in the two-county service area are food insecure. Since food insecurity is both a chronic and an acute issue, F&CS RSVP volunteers will address food insecurity in the service area by supporting both emergency food and long-term hunger initiatives.

Activities: Long-Term Food Security, Providing Services

The Cleveland Clinic's Health Needs Assessment identifies the important role community services play in providing services that "help residents achieve healthy outcomes" (28). RSVP volunteers will support existing community services--both those provided by our sponsoring agency and those provided by our community partners-- that address food insecurity. Volunteers will deliver meals to older and disabled individuals, and distribute food to low-income children at summer meal sites.

Activities: Emergency Food Security, Food Pantry Support

RSVP Volunteers will locate food donations, schedule pick-ups, register clients, and collect, sort, and distribute food at local food distribution centers.

Other Focus Areas: Economic Opportunity

Veterans Housing and Employment

According to the VA's CHALENG Survey, more than 1,700 homeless veterans live in the state of Ohio, and many more live on the verge of homelessness. According to US Census data, the unemployment rate for veterans in Trumbull County, Ohio, is a staggering 11.9%, compared to 9.4% for the civilian population, putting many more veterans at risk of losing their housing. Family and Community Services currently serves homeless and unemployed veterans and their families in Mahoning and Trumbull County through our VA Supportive Services for Veterans Families (SSVF) programs, and we serve veterans in Trumbull County through our VA Homeless Providers Grant and Per Diem Program (GPD).

Each year, F&CS receives hundreds of calls from veterans seeking assistance. In Trumbull County we provide 20 "transition in place" beds, along with counseling and case management for homeless veterans. Upon leaving the program, approximately 85% of veterans secure housing. While 85% is a great success rate, F&CS is working to increase that rate and to ensure that veterans are able to stay in

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their homes as long as possible. One obstacle that stands between many transitioning veterans and permanent housing is transportation. As the Department of Veterans Affairs points out, "transportation services are critical to housing stability for Veterans," since "transportation links Veterans to steady work, regular health care, and support services vital to success in housing." And while the VA funds programs to assist veterans with transportation do exist, that funding has limitations. As the VA itself points out, "the main limitations of the program are that it's not available in every community and that vehicles can transport Veterans only to and from VA health care services," and, "even after tapping every available transportation service, gaps may remain (Ending Veteran Homelessness). Transportation is particularly a problem in rural Trumbull County, where the average commute to work is more than 20 miles and more than 34% of residents have to commute out of the county to get to work (Census). Homeless, unemployed, and transitioning veterans in Trumbull and in Mahoning County need reliable transportation to housing appointments, job interviews, and job sites in order to help them transition into sustainable housing.

RSVP volunteers will help fill the transportation gap for those veterans. F&CS will recruit and train 20 RSVP volunteers, specifically targeting veterans over 55, to transport transitioning veterans to job training sessions, job interviews, and housing appointments. In doing so, F&CS RSVP volunteers will help transition 20 veterans into safe, healthy, affordable housing.

Those RSVP volunteers will work closely with out 10 AmeriCorps STARCORPS members, who will work to develop relationships with housing and employment providers in our service area. The AmeriCorps STARCORPS goal is to ensure that veterans leave our programs with safe housing, good jobs, and with the skills they need to keep their homes and employment. We believe that AmeriCorps and RSVP can work hand in hand with local partners to tackle one of the most pressing challenges facing Trumbull and Mahoning Counties--veteran homelessness.

Capacity Building

According to the Cleveland Clinic's 2013 Community Health Needs Assessment, "Key stakeholders and focus group participants are concerned that weak economic conditions have... caused funding cuts to community and transportation services" which will "prevent residents from attending community programs" (29).

F&CS RSVP volunteers will plan and implement pledge drives, mailing campaigns, and fundraising events on behalf of local non-profit organizations. F&CS will track the donations garnered, and will separate the donations based on the Focus Area in which the non-profit organization provides services.

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Data Collection: Measuring, Collecting, and Managing Outcomes

Since F&CS RSVP covers a large geographic service area, we have office space and F&CS RSVP Program Coordinators located in each county that we serve. Each staff member has received training in Volgistics, the volunteer management software that we use, and in the RSVP performance measures. To track outputs, each volunteer will keep a log of individuals that he or she serves. The logs will differ slightly as determined by the service activity, and the logs will be adapted from CNCS sample output collection instruments whenever possible. Volunteers will turn in logs monthly, along with their timesheets. Upon collection of the logs, each county's Program Coordinator will enter the output information into Volgistics. Our Director and other F&CS staff will then be able to access output information that can easily be sorted by service activity, county, and by month. In addition to reporting outputs to CNCS and to other funders, F&CS will use the data to determine the effectiveness of our programming on the community needs and to determine how to adapt our programming where appropriate. In addition, the Program Coordinators and the Assistant Director for RSVP will conduct on-site monitoring visits of RSVP stations to ensure data collection happens as planned. As a Senior Companion Program Sponsor, F&CS has experience in collecting outputs and outcomes for Aging Place programming. In 2013, we successfully collected output and outcome data for CNCS Aging in Place National Performance Measures (measures H8, H9, H13, and H14). For 2013, 93% of SCP clients who responded and 100% of caregivers who responded reported increased social ties and perceived social support.

To track outcomes for our RSVP Aging in Place work plan, F&CS will adapt and use the OMB-approved Senior Companion Program Independent Living Performance Measure Survey and mirror the process that CNCS mandated for the Senior Companion Program. We will administer the survey one time per year, and we will conduct phone interviews and will deliver paper copies with safe addressed stamped return envelopes via mail. We will use both processes as described in the Independent Living Performance Measure Surveys Condensed Version of Information Packet posted on the Senior Corps Knowledge Network. Once the surveys are returned to F&CS, they will be compiled by the Director of National Service Programs using the OMB-approved Excel Spreadsheet provided by CNCS. F&CS will report the outcome accomplishments to CNCS and to other funders, and will use the data to inform how we choose and implement future interventions.

Recruitment and Development

In order to ensure that we create well-developed high quality RSVP volunteer assignments with

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opportunities to share their experiences, abilities, and skills to improve their communities and themselves through service, F&CS administers an annual Volunteer Satisfaction Survey to each volunteer. The survey uses a Likert-type rating scale, and includes items such as "Serving with Senior Corps has enriched my life," "I feel valued by my volunteer station," and "My volunteer position allows me to make use of my skills." The survey also includes an area for volunteers to include additional training needs they would like to receive. Upon collecting the survey data, F&CS staff analyze it and use the results to determine the impact serving has on the volunteer, to help us make decisions about the effectiveness and appropriateness of our volunteer assignments, and to help us identify training needs of our volunteers. The results are also shared with the volunteer station, and the station is encouraged to use the results to adapt position descriptions and further ensure that volunteers have a meaningful and impactful experience.

We also conduct annual surveys of our volunteer stations to ensure that our volunteer placements impact the community as well as improve the lives of our volunteers. The volunteer station survey also uses a Likert-type rating scale, and includes items such as, "RSVP volunteers help my site achieve its mission," and "The volunteers' skills, knowledge, and expertise are sufficient to meet our agency's needs." The survey also includes a space where station staff are encouraged to identify additional areas of need for their organization and additional training needs for volunteers. F&CS staff use the data from the Volunteer Station Survey to help us ensure that we are meeting our partnering agencies' most pressing needs.

In addition to the surveys, RSVP coordinators keep in regular contact with station supervisors to ensure that volunteers are effectively serving our partner organizations, and they maintain regular contact with volunteers to ensure that volunteers benefit from their participation in National Service.

Training

Each volunteer, upon entering the RSVP program, receives general training about RSVP and National Service. At the completion of that training, which is conducted in groups of about 20-25 volunteers, participants complete an evaluation of the training. F&CS uses the evaluation results to continually improve our volunteer training. In addition, RSVP coordinators conduct quarterly in-service trainings for volunteers. As part of our Volunteer Station Memorandum of Understanding (MOU), stations are required to "Implement orientation, in-service instruction, or special training of volunteers," and to furnish volunteers with training materials required for their assignments. RSVP Program coordinators work closely with station supervisors to develop those materials. At the completion of their orientation training, volunteers complete a Site Orientation Training Evaluation. F&CS shares

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and discusses the evaluation results with volunteer stations to help the station continually improve its RSVP volunteer training and to ensure that the station fulfills the training portion of the MOU.

Recruiting

F&CS constantly strives to recruit a volunteer pool that not only reflects of the communities we serve, but that also encourages a diverse group of individuals to participate in National Service. While our service area may not be racially and ethnically diverse by national standards, we do embrace all groups and encourage them to join National Service. Demographics from the US Census Bureau for this service area indicate a population of 440,311, 82% are white, 11% African American, 5% Asian, and 2% of Hispanic or Latino origin. F&CS encourages racial and ethnic diversity in all of our programs, and will strive not reflect the diversity of the service area. Historically, our Senior Corps Programs have been particularly successful at engaging minorities in service. In 2013, nearly 25% of our Senior Corps participants were people of color, compared to just over 15% for the region as a whole.

F&CS is also dedicated to including members of the LGBT community in our National Service Programs. At the time that this application is being written, F&CS staff are attending Gay Games event in Cleveland to recruit LGBT volunteers. We also partner with local LGBT organization, such as those sponsored by local universities, to help ensure that the LGBT community is well-represented in our program.

We also encourage individuals with disabilities to serve. Currently, we have multiple individuals with disabilities who serve in Senior Corps, including several vision impaired volunteers and a blind Senior Companion who provides 40 hours of service per week to her client.

One of the great things about Family and Community Services, is our vast network of 60 programs that serve more than 90,000 individuals by providing food for the hungry, clothes for those in need, shelter for the homeless, counseling for individuals and families, guidance for the young, and encouragement for the downtrodden. We encourage all of our programs to help us recruit volunteers, and our veterans-focused programs, particularly our transitional shelters and Supported Services for Veterans Families (SSVF) programs are very active in our recruiting for those sites. Our veterans programs have a strong interest in helping us recruit, as the benefits of veterans serving veterans are well-documented.

Recognition and Retention

While our annual surveys help us retain volunteers by ensuring that their volunteer experience is both meaningful and impactful, we also realize the important role recognition plays in volunteer retention.

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We encourage our volunteer stations to provide ongoing recognition to volunteers, and we provide both quarterly and annual formal recognition events. We also recognize each volunteer on his or her birthday with a personally signed card, just to show that we care about them as individuals as well as appreciate them as our volunteers.

Perhaps most importantly, we work with our volunteer stations to carefully craft meaningful volunteer position descriptions. We feel that the most useful tool in retaining volunteers is a meaningful assignment. Our volunteer satisfaction survey results and our retention rate show that we have been effective; more than 80% of our 2013 volunteers returned to serve in 2014.

Program Management

Compliance and Prevention of Prohibited Activities

F&CS management actively evaluates volunteer assignments using regular communication with stations, the Annual Volunteer Survey, and the Annual Volunteer Station Survey. F&CS presents each volunteer with clear instruction that they are not to engage in prohibited activities, and provides each volunteer and volunteer station with a list of prohibited activities as identified in 45 FCR 2553.91.

In addition, our MOU with each station includes each prohibited activity and indicates that by signing the MOU, the station agrees not to request that RSVP volunteers engage in those activities. F&CS also requires a volunteer position description, which is signed by both station and F&CS staff, detailing the activities for the volunteer. Finally, F&CS staff members conduct quarterly on-site visits of each station to ensure that volunteers are performing their assigned service activities.

Adapting to Changing Community Needs and Minimizing Disruption to Volunteers

F&CS maintains a local Advisory Council in each county that we serve, and we gather continuous feedback from the local councils about what the communities' local needs are and how National Service can address those needs. Since we first learned of RSVP competition, F&CS has been preparing our current stations and our volunteers for the change, and we have gradually transitioned most of our stations to fit into the National Performance Measures. We plan to follow the same plan if our application for Trumbull and Mahoning Counties is successful. The process is ongoing, and includes the following steps:

1. Gradually phase out stations, such as quilting and knitting stations, which obviously do not contribute to the Six Focus Areas. As volunteers left those stations, we simply do not refill their positions.
2. Identify remaining stations that do not fit into the National Performance Measures.

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3. Work with stations to find activities RSVP volunteers can perform that both address issues in the community and fall into one of CNCS' Six Focus Areas.
4. For stations that do not fit into the Six Focus Areas, move the coinciding work plans to the "Other Community Priorities" work plan.
5. Any remaining volunteers can continue to serve at the volunteer station. They simply become community volunteers and are removed from the RSVP program; then, the station is removed from our station roster. The stations continue to host and appreciate the volunteers, but neither the station nor the volunteers are a part of F&CS RSVP.

Managing Volunteers in the Primary Focus Area

F&CS has an extensive track record in managing volunteers in Healthy Futures. We have been measuring Healthy Futures Aging in Place National Performance Measures Outcomes (H9 and H14) for our Senior Companion Program since 2013. Last year's results indicate that more than 90% of responding clients (H9) and more than 95% of caregivers (H14) experienced increased social ties and perceived social support. F&CS also operated multiple food banks, homeless and transitional shelters, and an extensive behavior health and counseling service that includes certified counselors, M.D.s, and, coming in 2014, a pharmacy. All programs use volunteers, and we are working to incorporate RSVP volunteers in as many of our own programs as possible.

Advisory Councils

Each F&CS staff member plays an important role in compliance. Program staff in each county provide a regular contact for volunteer stations, manage volunteers, and ensure volunteer assignments and files comply with the RSVP regulations and with F&CS policies. Local staff oversee the day-to-day office operations in each county and the Director of National Service guides the staff through an on-going standardization of systems and forms. Quarterly, a peer review of volunteer and station files is completed to ensure CNCS regulations are being followed. F&CS Senior Corps transitioned to a web-based volunteer database as of April 2012 which allows for all staff, regardless of county, to access and update records (versus the stand-alone databases that were in place previously). The RSVP team follows the Senior Corps Data Collection Policy to ensure files are standardized as well as are collected and disposed of in the allotted time frames.

Additionally, F&CS has an internal Performance Quality Improvement (PQI) team (of which the Director is the Review Coordinator) which provides an organized method of continuously evaluating and improving the quality of client services, ensuring the effective use of agency staff and resources,

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maintaining policy standards, and in systematic collection and analysis of data regarding any gaps in services and overall quality and effectiveness of client services. PQI encourages open communication, collaborative problem solving for improvement within the agency and the program, and the ability to recognize and reinforce excellence. Furthermore, progress reports submitted to CNCS and local funders (i.e. the United Way) provide more opportunity for program assessment.

To ensure local support and guidance, in addition to community needs surveys, each county's RSVP program has an Advisory Council (AC) comprised of local individuals who are aware of community needs, senior issues and volunteerism. Current Advisory Council members include individuals with experience with Jobs & Family Services, Adult Protective Services, assisted living facilities and senior center administrators. One to two representatives from each county's AC also serve on F&CS's Collaborative Senior Corps AC for streamlined efforts across county lines. AC members are crucial in building public awareness and support of RSVP, as are public service announcements, use of social and traditional media, presentations made by RSVP staff and volunteers at local community events, and the age-old power of word of mouth recommendations. We review our Advisory Councils annually to ensure that the members are representative of the communities we serve and that they remain dedicated to making RSVP successful.

Organizational Capability

The mission of Family & Community Services, Inc. is to support, strengthen, and empower individuals and families through a broad continuum of community-based services that meet the needs and values of the community. The agency is guided by a commitment to dignity, service excellence, accountability, volunteerism and belief in the solidarity of the human family. Formed in 1941, FCS is now the largest, most diverse social services agency operating in its home county (Portage), with over 400 employees in fourteen Ohio counties. During the last fiscal year, the agency served over 90,000 adults and children with a budget of just over \$19 million, including more than \$3.7 million in federal funding. The agency has a well-earned reputation for being an entrepreneurial force in the social services community. Active involvement of community members, faith-based groups, organizations, businesses and those persons directly impacted, is integral to the development of specialized programs that are tailored to fit each community's need. The agency is accredited by the Council on Accreditation of Children & Families (COA), which requires a thorough internal review every four years by a national panel of reviewers and submission of annual written updates in the form of Continuous Quality Improvement reviews.

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F&CS has managed grants from CNCS for nearly thirty years and has, as an agency, been working with volunteers since 1941. F&CS's first Senior Corps Program was RSVP (1983), followed by the Senior Companion Program (2001) and FGP (2002). F&CS also operates a 7-member VISTA project and an AmeriCorps State program focused on helping homeless veterans gain housing and employment.

A huge reason for F&CS' success is its diverse and experienced staff. The agency is guided by a visionary Board of Trustees, whose members have extensive knowledge and experience managing capital assets, and CEO of 17 years Mark Frisone (BS, MPA, JD). During his tenure, Mark has continually grown the agency allowing F&CS to double its number of program offerings over the past 5 years and showing F&CS dedication to serving the people of Northeast Ohio for years to come.

F&CS COO, Greg Musci, has more than 15 years experience in non-profit organizational and fiscal management. He oversees the management of F&CS capital assets, including all facilities, and equipment, and maintenance.

The fiscal department, led by new CFO Adam Schweikert, is responsible for the management and protection of agency assets. Adam has experience in both the private and nonprofit sectors, including 10 years as the Associate Director of Financial and Business Systems for Akron Children's Hospital. Adam's team will ensure that F&CS administers its financial systems in accordance with generally accepted accounting principles and applies internal controls consistent with similarly sized organizations. Each year, F&CS retains an independent audit firm to perform an A-133 audit of the financial statements and federal programs. F&CS has received a clean audit; however, any findings would be reported in a timely manner along with a corrective action plan.

We are particularly excited to have Adam on board at this time in our agency's history. Since we have grown very quickly and dramatically, we want to ensure that our financial and business systems are able to keep pace with our growing revenue. Adam, with his extensive experience in establishing nonprofit financial systems, is the right person at the right time to ensure that F&CS maintains our strong fiscal organizational capacity.

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The CFO will be supplying the Director of Senior Corps Programs with budget updates. While the Program Managers determine local needs, all operational expenses by county will be approved through the Director. Purchases and check requests are made as needed and are evaluated on a case by case basis. All staff are expected to follow policies within the F&CS Administrative Manual and those regulations dictated by the grant (i.e. conferences, travel), and by the F&CS Senior Corps Operations Manual. The Director seeks continual input from staff at all levels into relevant policies and procedures.

Each year, all staff receive a performance appraisal designed for self-improvement and to help management determine staff members' effectiveness in accomplishing program objectives. Those appraisals help managers make informed decisions about how specific staff members should be positioned so that can best support the program's mission and goals. As detailed in the Program Management section, the COA process, the PQI team, and feedback from Advisory Councils also provide programmatic assessments. Support to staff is offered regularly through phone calls and monthly team meetings (both in-person and via web-conferencing and document sharing), as well as through individual meetings to discuss and support professional growth.

Carole Beaty is F&CS's Chief Program Officer and has over 23 years experience working in nonprofit settings and over twelve years of administrative experience. She is well-versed in federal, state and local grants and provides oversight and support to all of the agency's program directors.

Zach Rhein serves as Director of National Service Programs, and brings more than 10 years of experience in Grants Management and National Service, including experience as an AmeriCorps Grants Officer and Senior Corps Program Officer at CNCS Headquarters in Washington, DC, and time as a CNCS State Program Specialist. Since his arrival in May 2014, Zach has been standardizing processes across all F&CS Senior Corps programs, refining policies to ensure compliance with federal regulations, and using his extensive knowledge of performance measurement to maximize the impact of National Service Volunteers. He has also started reviewing position descriptions and assessing the compatibility of current staff with those positions.

Together, Carole and Zach will ensure that the ever-growing F&CS National Service portfolio has the systematic support and capacity to maintain a high level of accountability and impact.

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