



Still Waters

Adult Day Center

Still Waters Visioning Process Executive Summary

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Still Waters Adult Day Center (Still Waters) has grown steadily over the past several years and is an important ministry of Castleton United Methodist Church (CUMC). In order to take stock of this tremendous growth, Still Waters leaders embarked on a visioning process to figure out where to go from here so that the Still Waters staff and CUMC leadership can work toward that goal. In late fall 2013, Still Waters engaged Community Solutions, Inc., (CSI) to shepherd this visioning process resulting in a vision of what Still Waters will look like in the next five years. This vision would serve as the cornerstone for CUMC staff and leadership as Still Waters moves into the future.

The Visioning Process engaged a diverse stakeholder group to provide guidance. Together this group:

- Reviewed national, state, and local industry data,
- Reviewed information on best practices in adult day services,
- Oversaw a survey of 206 Still Waters and CUMC stakeholders and adult day center (ADC) experts,
- Convened 36 Still Waters and CUMC stakeholders and ADC experts for a World Café discussion, and
- Formulated a Vision that is reflective of the collective will of stakeholders and appropriate in light of the relevant data.

The Visioning Process afforded Still Waters staff and stakeholders the opportunity for learning and reflection. An unintended consequence of this learning and reflection was a clarification of Still Waters’ mission and a repurposing of the role of the organization, in addition to a new, powerful vision for the future.

Still Waters’ new mission statement broadens the purpose of the organization from its prior focus on the provision of adult day services. While the previous mission statement did acknowledge that providing services to families of guests was an equally important component of Still Waters’ services, the mission statement did not identify others – individuals and caregivers who are not connected to the adult day center – as part of the target population.

Previous Mission Statement	Revised Mission Statement
<p><i>To promote the maximum degree of independence and engagement of each guest, while attending to their physical, mental, social, and spiritual needs. Equally important is our mission to families, offering needed support and respite from the stress and responsibilities of caregiving.</i></p>	<p><i>To strengthen, support, and provide services for older adults and families throughout their journeys as aging individuals and caregivers.</i></p>

In shifting the mission statement, the **role** of Still Waters is clearer. Instead of providing care that is an end in and of itself, Still Waters will serve three key roles that will help it fulfill its mission.

- **Still Waters is a visible, outwardly focused program that serves as an entry point...**
 - ...for families who need help in caring for an elderly member.
 - ...for people who are unfamiliar with senior services but could benefit from the variety of services available (now or in the future).
 - ...for people who are unfamiliar with CUMC but have an interest in senior services to find a new church home.

Still Waters can connect CUMC members to senior services and those engaged in senior services to CUMC.

- **Still Waters services provide the emotional “space” that families need...**
 - ...to understand and plan for their future needs.
 - ...to cope with their conflicting emotions.
 - ...to age in place - for as long as it is desired and safe.
 - ...to (eventually) come to terms with the loss of their loved one.

Still Waters can provide older adults and their families with a range of services – educational, emotional, spiritual, physical – to wrap around older adults and their families during a time of great need.

- **Still Waters is the economic engine that funds much of the ministry, including...**
 - ...education, counseling, wellness programs, support groups, and various church-related ministries.

Because adult day services is a fee-for-service operation, funds generated by the Center can be used to support the broader mission of Still Waters. Staff will continue to ensure that Still Waters operates on firm business principles so that it can fund both Still Waters and support other ministries for seniors and families of the church community.

In light of this clarified and expanded mission and role the five-year vision of Still Waters is that it will be:

- **Closely aligned with the mission of CUMC and connected in the community**

We seek to better integrate the services provided with the needs of the CUMC congregation as well as the surrounding community. The new mission statement stresses that the mission of Still Waters is to create relationships instead of making business transactions.

- **A holistic ministry to aging adults, their family members, and those in need of aging-related information, guidance, and support**

The adult day program is a tool for establishing deeper connections that can help families in many ways. Through this ministry, we will provide “wrap around” services that allow us to better share God’s love and acceptance. It also expands our work, allowing us to provide services to those who aren’t Still Waters’ customers.

- **Focused on our target population: family caregivers and their loved ones**
Going forward, we will focus on family as a whole, not just the elderly individual. Such relationships have been a strength of our program, and connection with families is a shared value between Still Waters and CUMC.

While the particular strategies will be developed during the next phase of work, input provided during the Visioning Process indicate four necessary components for achieving that vision:

1. *Expanding our current physical capacity so a greater number of people can benefit from this ministry.*

As an adult day services provider, we recognize the tremendous unmet demand for this type of care. We seek to expand the program in ways that allow us to achieve excellence in service, using industry best practices, national and state standards of care, and the innovative, shared use of space with other ministries.

- *Expand the current program to accommodate a maximum of 40 guests per day.*
- *Expand the current space (larger kitchen and common area, increased storage area/ office space/programming rooms, improved restroom facilities, enhanced safety and security build-out).*
- *Explore the option of expanding to additional churches as satellite sites.*

2. *Expanding our program offerings to have greater capacity to meet a wide range of service needs for our guests.*

There are a host of services that could be offered to meet our guests' needs. Throughout the visioning process, stakeholders noted a number of programmatic elements that are also best practice offerings, including:

- *Expand the current hours of operation to include Saturdays and at least one evening per week*
- *Add a RN, Social Worker, and Activity Director to the professional staff*
- *Become a Level II provider (some nursing services provided)*
- *Add contract services including dentist, nurse practitioner, and pharmacist*
- *Provide daily transportation services to and from the Center, transportation for group outings, and some transportation to and from medical appointments.*

3. *Developing programs and services to respond to the physical, emotional, and spiritual needs of the family caregivers and support them on their journey with their loved one.*

In order to continue our success in adult day services, we need to place the same emphasis on family caregivers as we do on our guests. Our vision is to strengthen and support the caregivers so that they can succeed in a very difficult and demanding task. Their needs are physical, emotional, and spiritual.

- *Expanded library of resources about senior services and facilities*

- *Case management services for families to plan for care transition after Still Waters*
- *Expanded Scholarships for families with financial need*
- *Take-home meals*
- *Saturday and evening care hours*
- *Educational programs similar to “Learning to Grow Old” but offered on an ongoing basis*
- *Support groups for dementia care, stress management and grief*
- *Caregiver enrichment services including massages, beauty shop, meals, art, shopping services, manicures/pedicures*
- *Bible study group for caregivers*

4. *Forging a deeper connection with the larger CUMC family.*

The church family at CUMC is extremely mission-driven. Many members have supported Still Waters for the first 3 years and yet, church members have not availed themselves of the services provided here. A sizable number of CUMC members are family caregivers, older adults in need of care, or retired persons looking for meaningful opportunities to help others. By addressing the ministry needs of this demographic of the church family, CUMC and Still Waters can partner in new and exciting ways.

- *Providing staff support for Variety Bunch, Stephens Ministers, homebound ministry, and any groups/classes that are comprised of older members*
- *Developing small group studies around issues of concern to families of older adults including care options/financial and legal planning, end of life issues, funeral planning, legacy planning, and faith development in later life*
- *Providing spiritual, one on one support, for church families who are dealing with caregiving issues.*
- *Developing meaningful volunteer opportunities for retired church members.*
- *Developing mentoring opportunities for older members and young families, youth, and children.*
- *Developing programs to assure that older members receive services including transportation to and from worship and small group programs, meals and/or groceries, friendly visits, and assistance with yard work, handyman projects, etc.*

In order to move forward with Still Waters’ Vision for the next five years, the Church will need to provide encouragement and spiritual support, structure, authority, and resources. The Visioning Process is a first step. Through it, Still Waters has taken the lead in imagining a thoughtful, multi-faceted, creative ministry, which is more fully integrated into the life of CUMC. In order for it to become a reality, the Church, through formal and informal means, will need to embrace it. Specifically, CUMC must:

1. **Embrace Still Waters' five-year vision through formal affirmation by church leadership** by July 1, 2014 so that Still Waters can begin in earnest to develop the strategies to accomplish the five-year vision.
2. **Establish a structure for a new Still Waters' Board that delegates to them certain authority and responsibility** that will enable them to design and manage their evolution and to ensure long-term continuity of the organization. Still Waters and the CUMC Council will come to agreement on principles by October 1, 2014.
3. **Allocate a seat at the table of the CUMC Council for a representative from Still Waters' Board** by January 1, 2015. This could be a non-voting member, but the purpose of this role would be to represent the unique needs and interests of Still Waters to the CUMC Council and to serve as a liaison between the CUMC Council and the Still Waters Board.
4. **Develop a new Covenant Agreement between CUMC and Still Waters** by July 1, 2015. This Covenant Agreement would incorporate delegated authority and responsibility, and would also address facility usage and financial agreements.

The Visioning Process has positioned Still Waters to accept the challenges that lie ahead. If the CUMC Council affirms the proposed vision, Still Waters staff can begin to develop objectives and strategies to manifest this vision. While the terms of the initial commitment on the part of Visioning Committee members have expired, participants continue to offer their expertise and support - both formally and informally - for the next phase of this effort. The outward-reaching approach to developing this vision has created a sense of support for and momentum behind the evolution of Still Waters.

Through continued and strengthened partnership between Still Waters staff, CUMC leaders, and church and community allies, within five year Still Waters can become:

- Closely aligned with the mission of CUMC and connected in the community;
- A holistic ministry to aging adults, their family members, and those in need of aging-related information, guidance, and support; and
- Focused on our target population: family caregivers and their loved ones.