

Cathedral Square Corporation's Futures Agenda (2010 – 2014)

These 3 strategic directions frame Cathedral Square's operational, development, programmatic and policy agendas. They are interrelated. They are aligned in principle. They are consistent with the American Association of Homes and Services for the Aging's (AAHSA) transformational agenda. They derive from an assessment of CSC's potential futures, based on scenario planning concepts. *They reinforce CSC's position as a social justice ministry of the Cathedral Church of St. Paul.* They are consistent with CSC's long standing ideals.

Our Mission: Creating Healthy Homes, Caring Communities and Positive Aging Environments		Our Vision: A long term care environment where all consumers have access to healthy, affordable, quality aging services in the residential setting they choose.	
Statement of Direction	Community CSC demonstrates its enduring commitment to those we serve, our employees, our partners, our leadership and the larger Vermont community. Trust in CSC is earned through steady and thoughtful leadership. CSC is known for engaging residents and the larger Vermont community in future directions. CSC's success depends on talented people: staff and Board. A healthy workforce culture supports teamwork, trust and competence to advance our mission articulated by our Board of Directors.	Capacity CSC seeks to obtain the internal skills and tools, and the external resources to meet its full potential. Vermont's housing and services infrastructure demands greater capital investment in new construction, preservation of affordable housing assets, and home & community based services. CSC's ability to meet its potential depends on respected leadership and excellence in our internal systems. CSC's capacity in development will expand to meet the need for green buildings, smart growth, and new technologies that anticipate the future service needs of residents. Mission fulfillment requires that CSC expand its community wide functions and its statewide presence.	Betterment CSC plays an important role in creating long term care policy and systems in Vermont. The statewide long term care system will provide a clear path to the services and supports people want as their needs change. The system will be a network of community based Healthy Aging Centers developed in partnership with consumers and providers. Vermont's system will ease transitions between settings and its policy will not assume people must move to obtain services. A national long term care system will address the lack of sustainable aging services financing for individuals, government, and families. The goals of the Medicaid, Medicare, and Social Security programs are preserved while augmenting them with new approaches to long term care resource development. In this new system technology and evidence based practices are catalysts for betterment of lives and improved efficacy.
Strategic Focus	<ul style="list-style-type: none"> Pursue robust engagement of residents and staff Demonstrate the nonprofit difference Collaborate with strategic partners to promote positive aging 	<ul style="list-style-type: none"> Organize CSC's organizational structure to optimize our property management, care management and development capacity Obtain the resources needed to meet CSC's full potential Be the preferred location to age at home 	<ul style="list-style-type: none"> Promote adoption of a long term care policy and comprehensive system in Vermont consistent with AAHSA's vision of Healthy Aging Centers, community networks, a voluntary long term care insurance program, and housing with services models Spearhead Seniors Aging Safely at Home (SASH) as a financially sustainable, scalable part of Vermont's long term care framework Support the integration of Vermont's long term care system with Vermont's health care reforms
Results (2 Years)	<ul style="list-style-type: none"> Residents and their families are strong advocates for CSC initiatives Residents have a voice in public policy development CSC is recognized by residents and the larger community as advancing the public good CSC is a preferred employer CSC is a "go to" partner 	<ul style="list-style-type: none"> Demonstrable progress in expanding the income groups we serve In house capacity to develop green buildings, integrate Aging Services technologies, and offer homeownership A plan for self sufficiency and expansion of management and development contracts Housing development resources from State and Federal sources are sufficient to fund at least one major CSC project per year The Thayer School design includes state of the art technology, information systems, communications systems and service supports 	<ul style="list-style-type: none"> Seniors have voice through the Vermont Aging Collaborative, our AAHSA affiliate, a name known by key legislators, and Congressional offices Seniors benefit from Housing With Services as a result of a HUD and HHS joint work plan, creating sustainable funding sources Residents' needs are identified and health outcomes documented as a result of rigorous evaluations of the SASH model underway in six counties in Vermont Care coordination is accessible to more Vermonters as a result of formal affiliations between housing providers and health service providers Residents have access to their personal health information when CSC communities become part of Vermont's statewide Electronic Health Record system facilitating smooth transitions between hospitals, nursing homes and home
Impact (10 years)	<ul style="list-style-type: none"> CSC represents over 5,000 unified voices: 150 employees and their families, our 1,800 residents and their families, 600 seniors participating in CSC service programs and their families, and 200 volunteers including Board members past and present Seniors across Vermont feel represented by CSC CSC is a magnet organization offering a creative, stimulating and healthy culture The CSC Board represents all regions of the state 	<ul style="list-style-type: none"> The CSC difference is recognized by consumers: innovation in services, green building, affordability and design Individuals with advanced dementia can live safely and comfortably in congregate housing with supportive technology State of the art operating systems are the norm for CSC The Property Management Division is financially self sufficient with a statewide reputation for quality asset management Seniors of all incomes find ownership and rental housing with services at CSC 	<ul style="list-style-type: none"> Seniors understand the long term care system and all have a national long term care insurance option. SASH Housing is a recognized model as familiar as condos are today Long term care "community networks" and Centers for Healthy Aging engage housing providers as essential participants Congregate residential settings for seniors are primary research settings, a venue for disseminating research findings and improving health outcomes The health care and long term care systems are integrated, Medicaid and Medicare programs are financially sustainable, nursing homes serve a new function, and "home" is the primary setting for long term care delivery