



# Lifespan Respite Final Sustainability Plan Report

## January 2022



Office for  
the Aging



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New York State Caregiving and Respite Coalition (NYSCRC)

Monroe County Office for the Aging (MCOFA)

Lifespan of Greater Rochester, Inc. (Lifespan)

University of Rochester - Finger Lakes Geriatric Education Center (FLGEC)

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## EXECUTIVE SUMMARY

### Lifespan Respite Sustainability Planning

**Overview:** The New York State Lifespan Respite Program Core Team includes the New York State Office for the Aging (NYSOFA), the Monroe County Office for the Aging (MCOFA), and the New York State Caregiving and Respite Coalition (NYSCRC), managed by Lifespan of Greater Rochester, Inc. To address sustainability of the Lifespan Respite Program, the Core Team formed a **Sustainability Planning Workgroup**, and met across three sustainability retreats convened in Rochester, NY (August 2018, August 2019, and April 2021 [virtual meeting]). The sustainability retreats were facilitated by the Finger Lakes Geriatric Education Center (FLGEC) at the University of Rochester. Additionally, two statewide **Sustainability Summits** of statewide stakeholders in caregiving and respite services were held in October 2018 and October 2021 (virtual meeting) to solicit feedback and to establish advocacy priorities to guide the future work of sustainability for New York State respite care.

**Goal:** To connect statewide partners to exchange knowledge, expertise, and ideas; leading to the development of an initial statewide strategy for sustaining the respite care system for all individuals and caregivers, across the lifespan.

**Purposes:** Strengthen state and community partnerships to sustain Lifespan Respite activities; develop strategies to maximize use of existing respite resources; identify and leverage new respite funds; engage in sustainability planning; and generate innovative activities for future development.

**Methods/Framework:** The Sustainability Retreats utilized a facilitated discussion and planning process with stakeholders in attendance to serve as a core **Sustainability Planning Workgroup**. A modified Delphi approach was conducted utilizing the ARCH Respite (and The Finance Project) toolkit as part of the **Sustainability Planning Project**. The first two modules (Module I - Building a Sustainable Initiative and Module II - Developing a Vision and Results Orientation) of this toolkit were utilized for this August 2018 retreat. The August 2019 Sustainability Retreat II utilized two modules (Module III - Creating a Strategic Financing Plan and Module IV – Building Organizational Capacity and Community Support). The April 2021 retreat concluded the process with Module V – Developing and Writing the Plan.

#### **Objectives:**

1. To examine the effort in Coalition Building through NYSCRC, including opportunities for membership expansion and enhanced engagement.
2. To review sustainability self-assessment core elements and score the progress indicated in the self-assessment.
3. To discuss performance measures to evaluate progress in planning and implementation.
4. Develop Action Steps toward a statewide Sustainability Plan.

5. Identify state-level policy and program needs related to respite care services for children, adults, and an aging population to increase advocacy capacity.
6. Strengthen state and community partnerships for advocacy efforts for caregivers across the lifespan.
7. Identify potential challenges to sustainability,

**Outcomes/Deliverables:** Development of a Lifespan Respite Sustainability Roadmap (**Appendix 1**), the Lifespan Respite Sustainability LOGIC MODEL (**Appendix 2**), a Lifespan Respite Sustainability Financing Strategies LOGIC MODEL (**Appendix 3**), and the **Sustainability Summit Advocacy Priorities Areas**.

## BACKGROUND

**SUSTAINABILITY** was ranked a top training and technical assistance priority by ARCH Lifespan Grantees. Responding to this need, ARCH partnered with **The Finance Project** ([http://www.lifespanrespite.memberlodge.org/Sustainability\\_Tools](http://www.lifespanrespite.memberlodge.org/Sustainability_Tools)) and instituted the **Sustainability Planning Project**. The technical assistance from The Finance Project, eight Exemplar States worked to develop comprehensive state sustainability plans for lifespan respite care. Through in-depth interviews conducted as part of an evaluation of The Finance Project’s technical assistance efforts, the Exemplar States shared the wisdom they gained from their actual experience in developing Sustainability Plans. Their challenges and successes, along with experiences shared by other states undertaking sustainability planning activities, informing and initiative called *Lessons Learned*.

Sustainability means that something continues over time. But the “something” that continues may differ according to person or group. The *Lessons Learned* focus on the perspective of state **Planning Partnerships**. Planning Partnerships are groups that work collaboratively across programs and across agencies to help *coordinate and sustain systems of care* across the lifespan—that is, the infrastructure supporting respite.

### ***Sustaining Coordinated Systems of Respite***

The Lifespan Respite Care Act defines lifespan respite care as:

*Coordinated systems of accessible, community-based respite care services for family caregivers of children or adults with special needs.*

Respite systems encompass policies and services for persons of every age, with varying physical and mental health conditions. They occur in a variety of private and group settings. Coordination of respite systems is supported in part by State Lifespan Respite grants, funded by federal dollars, and administered by the state agency on Aging, the state Medicaid agency, or another governor designated agency. The grantee agency is responsible for administration of the overall Lifespan Respite Care Program, but may assign tasks to a State Respite Coalition for implementation.

Keeping in mind the Lifespan Respite Care Act and a *systems* perspective, there are four key focus areas important to supporting sustainable lifespan respite care: **People, Plans, Practical Actions**, and **Policies**.

## **SUSTAINABILITY PLANNING WORK GROUP**

This is a gathering of diverse stakeholders that meet to develop a written plan that will help to ensure the continuity and stability of their state's coordinated systems of community-based respite services. Lifespan Respite Planning Work Groups take different forms in different states. Some states form new partnerships for the purpose of funding Lifespan Respite. And some states use their **State Lifespan Respite Coalition** for planning. Collaborative planning allows partners to define success consistent with their mission and vision, and to identify the steps and strategies needed to achieve it. The task of collaborative planning can be challenging at times. But it is also absolutely essential in order to develop supportive policies and accomplish practical actions that ensure financial sustainability.

## **SUSTAINABILITY RETREATS**

This emphasis on collaborative planning and the formation of a sustainability planning workgroup was the genesis for the Lifespan Respite Sustainability Retreat first held in August 2018 laying the initial framework and logic model for sustainability planning. The second retreat held in August of 2019 focused on strategic financing plan and to continue to build organizational capacity and community support for the sustainment of statewide lifespan respite programs across New York State. This third retreat in April 2021 convened the members of the sustainability planning group to review progress to date, examine new opportunities and updates to the sustainability planning, and lays the groundwork for developing and writing the action plan for sustainability. A summary of the Roadmap and Progress for Sustainability Planning is Summarized in **Appendix 1**.

The sustainment planning continues to include planning for ongoing fiscal support, expansion, and ensuring equitable access to respite services. The overarching goals were to develop a sustainability work plan that:

1. Is true to the mission and articulated vision for New York State Lifespan Respite services.
2. Includes clear goals and objectives and specify strategic and practical actions to achieve.
3. Specifies performance measures that measure progress toward the achievement of goals and objectives.

## **SUSTAINABILITY PLANNING**

The **Sustainability Retreat I** examined what sustainability would look like and is summarized as follows:

### **1. Scale**

Statewide

### **2. Scope**

REST (Respite Education and Support Tools) training, caregiver simulation, mini-grants, faith-based organizations, train the trainer, dissemination, expand reach of program

### **3. Coalition Building**

This group is initial workgroup how do you propagate further? Building partnerships with Department of Health (DOH), Office for People with

Developmental Disabilities (OPWDD), Veterans Health Administration, Office of Child and Family Services, Higher Education Institutions, businesses/workplace, Alzheimer's Association, AARP, health care, Managed Long Term Care

#### **4. Priority Areas**

From sustainability self-assessment, Financing, adaptability to changing conditions, development of internal systems (refinement)

#### **5. Measuring Success**

Indicators and performance measures on logic model.

Thinking about numbers (participants, counties, # of respite hours)

Connections made to have representation within coalition

Website hits, # of people receiving newsletter

Qualitative measures, family scenarios, details of how coalition helped

Advocacy

NY Connects, requests for info, Long Term Care Councils

How are we capturing how we reach caregivers?

Concerns expressed about data collection

### **Vision/Desired Results in Sustainability**

- Establish NYSCRC as leader for caregiving and respite in NYS
- Provide trainings related to caregivers on respite statewide
- Expand respite services
- Enhance the organizational structure of lifespan respite initiative
- Improve upon the caregiving experience

Sustainability Retreat I produced the Lifespan Respite Sustainability LOGIC MODEL (**Appendix 2**)

### **SUSTAINABILITY FINANCING STRATEGIES**

The Sustainability Retreat II focused on expanding upon the groundwork from the first Retreat to engage in developing a proposal for a strategic financing plan and to continue to build organizational capacity and community support for the sustainment of statewide respite programs across New York State for individuals across the lifespan. This sustainment underscores planning for both fiscal support and ongoing equitable access to respite services. A SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis was conducted, a Financing Strategies LOGIC Model (**Appendix 3**) was produced, and domains for financing strategies were discussed as summarized below.

### **Domains of Financing Strategies for Respite Programs and State Respite Coalitions**

#### **1. Make Better Use of Existing Resources**

Approaches: redeployment, operating more efficiently, reinvestment, embed lifespan respite activities into ongoing state efforts

Scale, coalition/NY Connects, partnership and alignment with activities, use of volunteers, marketing resources (videos), growing social media presence, NYSOFA

#### **2. Maximize Federal and State Revenue**

Approaches: grant writing, leveraging, refinancing, administrative claiming

Legislative mandates/allocation, OPWDD (family support dollars), DOH, Administration for Community Living (ACL) Supplement, Health Resources and Services Administration (HRSA0 Geriatric Workforce Enhancement Program (GWEP) Funding

### **3. Flexibility in Resources**

Approaches: Coordination, pooling, and de-categorization (eligibility requirements) REST Flexibility, consumer-directed model, pricing structure for training programs, mini-grants, programs and services available

### **4. Building Public-Private Partnerships**

Approaches: leveraging, leadership, technical assistance, grassroots/community engagement, foundation funding  
Employer interest/funding, networking, University of Rochester, Health Foundation WCNY, RCW, faith-based communities,

### **5. Create New Dedicated Revenue Streams**

Approaches: Fundraising, charging fees for service, generating unrelated business income, advocacy/education, special taxing districts, special tax levies, fees and narrow-based taxes, lotteries, and gaming  
Pricing structures, revenue pricing structure, flexible price points for programs, charge employers

## **SUSTAINABILITY FINANCING STRATEGIES**

The Sustainability Retreat III focused on “putting everything together” in **Building for an Action Plan** for Sustainability. Areas prioritized in the sustainability retreat discussion included:

- How could stories of particular challenges experienced by caregivers translate into things that can be actionable?
- Consideration of social determinants of health, virtual programming does not address everything. Are there other things we can think about?
- How can we look at underserved population groups, keep elder abuse on our radar, and integrate “lessons learned” in the process?

As part of this process a revised SWOT Analysis was undertaken and outlined below:

## **LIFESPAN RESPITE SWOT Analysis**

### **Strengths**

- o Coalition, Core Team
- o NY Connects ADRC – strong partnership
- o Infrastructure
- o Funding – ACL, HRSA/GWEP
- o Momentum (National Recognition) and awareness/brand
- o Staffing – Doris
- o Champions
- o Training – REST, Powerful Tools, Mindfulness



- o Marketing Materials
- o Recognition in the aging network
- o Mini-grants
- o Track record
- o Reputation
- o Leadership support
- o Local Long Term Care Coordinating Councils (LTCCs)
- o Existing efforts in sustainability planning
- o Social media presence/Website
- o Committed advisory committee members

### **Weaknesses**

- o Respite listings kept current
- o Multiple definitions of respite
- o Knowledge of kinship care (meaning/definition)
- o How to break out beyond the aging network
- o Eligibility tied to funding requirements, and complexity of eligible
- o Parameters for services (e.g., number of days/hours)
- o Geography (variability and county dividing lines)
- o Outcome Data Collection/analytics
- o Lack of robust push for research/dollars on this topic
- o Diminished ability to advocate in-person in Albany
- o Unable to offer caregiver simulation in-person in past year
- o Limited networking opportunities without travel in past year
- o Limited REST revenue generation

### **Opportunities**

- o Marketing
- o Demand, revenue generation (branding of training for NYS)
- o Health Systems
- o Advocacy
- o Collaboration
- o State Priority (Women's issue)
- o Increased faith community participation
- o Coalition (expansion, maintenance)
- o Agility/Nimble and ready/immediate growth potential – scaling and able to capitalize.
- o At Year 1 – have a little time
- o Local Long Term Care Coordinating Councils (LTCCs)
- o Coalition building related to workforce growth and development
- o Adding/Updating NY Connects resource directory
- o Review of existing respite taxonomy used in NY connects
- o Partnership evolving with Caring Wire (Wilson Foundation)
- o T-Care (evidence based caregiver assessment)
- o Learning collaboratives
- o Kinship and consumer-directed care

- o Use of technology for training and program implementation
- o Federal advisory council recommendations
- o New ACL funding opportunity for Lifespan Respite (5 year)
- o Caregiver Guide for businesses & Survey Results
- o Wisconsin Respite Training Initiative
- o State focus on supporting family caregivers due to COVID-19
- o New funding and funding flexibility across network to support caregivers

### **Threats**

- o Federal baseline funding from ACL
- o Would they consider a strong sustainability plan as a threat to funding.
- o Competition and redundancy
- o Expansion
- o Prioritization
- o Turnover, succession planning – effect on staffing for program
- o Availability of workforce/volunteers
- o COVID-19 and reopening
- o Rural technology infrastructure and lack of broadband

## **SUSTAINABILITY SUMMITS**

The first Sustainability Summit was held in 2018 and concluded that New York State has a rich array of resources for caregivers and has built a coordinated system for Lifespan Respite through collaboration with stakeholders; leveraging the NY Connects (No Wrong Door) system for access to long term services and supports across all ages and disability groups, including respite resources and other supports for caregivers; and through the statewide engagement and dissemination of initiatives through NYSCRC.

A key recommendation from participants from the First Sustainability Summit was to have more focus on inclusion of respite in public policy discussions and activities designed to expand access within healthcare and healthcare financing reform, including Medicaid and Medicare initiatives.

### **Lifespan Respite Sustainability Summit (October 2018) Stakeholder/Participant Recommendations:**

#### **1. Building Capacity**

- Expansion of REST model particularly in rural areas
- Engaging more volunteers
- Faith-based communities

#### **2. Workforce Development**

- Volunteers, growing volunteer workforce
- Trauma informed care
- Behavioral health training

Outreach to students, engagement of educational institutions  
Career opportunities, pay scales for direct care workers  
Service delivery model-consumer/caregiver directed

**3. Increasing awareness and service utilization**

Broader marketing  
Eligibility  
Greater engagement of medical community  
Educate public on “No Wrong Door” approach for increased utilization of NY Connects

**4. Enhanced collaboration**

Respite services are fragmented  
Update NY Connects resource directory  
Care coordination  
Team-based care

**5. Enhanced funding**

Increased NY Connects staff  
Cost-savings provided by respite to reinvest in system to expand respite services  
Need to better track outcome data, focus on health outcomes for caregivers  
Vouchers  
Mini grants

**6. Policy/Legislative Initiatives**

More focus on developing respite as entitlement  
Finance reform  
Medicaid reform initiatives  
Remove barriers for dual-diagnosis  
Opportunity for changes

With those recommendations and goals in mind from the first Summit, the 2021 Sustainability Summit was organized into three specific domains of the program:

- Expert Cross Agency Panel Discussion
- Family and Informal Caregiver Perspective
- Interactive Breakouts and Discussion of participant stakeholders

The stakeholder participants identified ways to become more engaged with NYSCRC through direct participation and advocacy efforts. The meeting was conducted virtually and through both polling and separate small group breakout discussions, the participants were asked to establish the NYSCRC Advocacy Priority areas for 2021-2022 to support sustainability planning.

## Sustainability Summit Advocacy Priorities Areas

### **NYSCRC Advocacy Priorities 2021-2022** (ranking by % of respondents)

Respite for Caregivers	67%
Caregiver Workforce	61%
Other	33%
Home and Community Based Workforce Budget	30%
Public Assistance for Kinship Caregivers	27%
Kinship Visitation Rights	15%
Mental Health Literacy	9%
Support for family members of people with Mental Health diagnoses	9%
Nursing Home and Hospital Visitation	6%
Advocacy for the Alzheimer's Caregiver Support Act	0%

### **Future Sustainability Planning**

As noted in Appendix 1 Roadmap and progress summary, the steps involved in utilizing the ARCH Respite (and The Finance Project) toolkit as part of the Sustainability Planning Project have been completed but the work does not end there. The stakeholder engagement in the Sustainability retreats was a strong testament to the power of collaboration and the future participation of this group is key in supporting ongoing efforts. The shifting funding landscape, legislative priorities, and opportunity for policy advocacy efforts necessitates that the sustainability planning be an ongoing and dynamic process in order to be successful. It is recommended that the work of the Sustainability Planning Workgroup continue to review, revise, and adjust planning efforts to support the sustainability goals and outcomes.

## Appendix 1 - Roadmap and Progress for Sustainability Planning

Module	Task(s)	Timeline/Status
<b>Pre-planning</b>	Create task force structure to guide the process	NYSCRC Workgroup Completed
<b>I: Where Are We Now? The Self-Assessment</b>	Complete Sustainability Self-Assessment	Sustainability Retreat I (8-2018) Completed
<b>II: What Do We Want to Sustain? What Do We Mean by Sustainability?</b>	Develop Logic Model to: <ul style="list-style-type: none"> <li>Clarify sustainability goals</li> <li>Identify measures to track progress</li> </ul>	Sustainability Retreat I (8-2018) Completed
<b>III: How Much Does It Costs? How Will We Finance It?</b>	Clarify Financing for What? <ul style="list-style-type: none"> <li>What types of services?</li> <li>How many children/families?</li> <li>What level of quality?</li> </ul>	Sustainability Summit I (10-2018) Sustainability Retreat II (8-2019) Completed
	Estimate Fiscal Needs: How much will it cost?	Sustainability Retreat II (8-2019) Completed
	Map Current Spending: What resources do you currently have?	Sustainability Retreat II (8-2019) Completed
	Analyze Gaps: What's the gap between how much you have and how much you need?	Sustainability Retreat II (8-2019) Completed Sustainability Summit II (CANCELLED May 2020)
	Develop Financing Strategies <ul style="list-style-type: none"> <li>Present financing options</li> <li>Evaluate options</li> <li>Develop recommendations</li> </ul>	Sustainability Retreat II (8-2019) Completed
<b>IV: Building Community Support</b>	Identify Priorities such as: <ul style="list-style-type: none"> <li>Community engagement</li> <li>Strategic communications</li> <li>Leadership development</li> <li>Governance and management</li> </ul>	Sustainability Retreat II (8-2019) Completed
	Design Strategies	Sustainability Retreat III (4-2021) Completed
<b>V: Putting It All Together</b>	Write the Plan	Sustainability Retreat III (4-2021) Completed

## Appendix 2 – Lifespan Respite Sustainability LOGIC MODEL

What Do You Want to Sustain?	How Will You Measure Your Progress?
<p><b>VISION AND DESIRED RESULTS</b></p> <ol style="list-style-type: none"> <li>1) Establish NYSCRC as the leader for caregiving and respite in NYS</li> <li>2) Provide trainings related to caregivers and respite statewide</li> <li>3) Expand access to respite services</li> <li>4) Enhance the organizational structure of lifespan respite initiative</li> <li>5) Improve upon the caregiving experience</li> </ol>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Core Team: strategic planning and 3-year sustainability plan</li> <li>• NYSCRC: Advisory board roles and responsibilities and revised NYCRC committee structure</li> <li>• Enhanced coalition membership (expansion/diversity/reach): disability services, advocacy groups, private sector, education, health care, charitable/philanthropic, legislative, veterans/military</li> <li>• Policy: established legislative committee, increased advocacy efforts, ongoing social media activities</li> <li>• Organizational structure with embedded hub-and-spoke model</li> <li>• Stakeholder input from Sustainability Summit</li> <li>• Enhanced Collaborations: NY Connects, LTCCs, AAAs</li> <li>• Virtual Resource Center establishment</li> <li>• Dissemination: Regional, State, and National Conference participation</li> </ul>
<p><b>CONDITIONS AND CAUSES</b></p> <ul style="list-style-type: none"> <li>• Large geographic coverage region</li> <li>• Narrow focus of some stakeholders</li> <li>• Maintenance of effort (staffing/funding)</li> <li>• Value Proposition for coalition membership</li> <li>• Risk of dilution of caregiving focus</li> <li>• Caregiver identification challenges</li> </ul>	<p><b>PERFORMANCE MEASURES</b></p> <ul style="list-style-type: none"> <li>➤ Coalition Building: membership #, monthly calls participation, geography, website utilization, newsletter distribution, surveys</li> <li>➤ Trainings: pre-/post- assessment and # trained for: REST, train-the-trainer, caregiver simulation, Powerful Tools for caregiving, mindfulness</li> <li>➤ Services: Volunteer (#, hours, retention), # respite programs, trainer established in every county</li> <li>➤ NY Connects: # respite services listed, utilization</li> <li>➤ Mini-grants: required data metrics and progress reports</li> <li>➤ Funding: grant funding, foundation collaboration, revenue stream from trainings</li> <li>➤ Defined future implementation strategy for evidence-based caregiver assessment (satisfaction, quality of life, and health related outcomes)</li> </ul>
<p><b>STRATEGIES</b></p> <ul style="list-style-type: none"> <li>• Focus on value and awareness of respite</li> <li>• Formalize an organizational structure</li> <li>• Develop a business plan</li> <li>• Create accountability for service providers</li> <li>• Explore collaboration opportunities</li> <li>• Include caregivers in ongoing planning</li> <li>• Build capacity for dissemination</li> </ul>	<p><b>ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1) Define coalition member roles and responsibilities</li> <li>2) Implement trainings: REST, caregiver simulation, powerful tools, mindfulness, caregiver forums, and train-the-trainer</li> <li>3) Recruit new stakeholders, volunteers, respite sites, mini-grant (seed funding) participants</li> <li>4) Build a hub-and-spoke model and a virtual resource center</li> <li>5) Explore caregiver assessment methods and evolving research</li> </ol>

**Appendix 3 – Lifespan Respite Financing Strategies Logic Model LOGIC MODEL**  
**Lifespan Respite Financing Strategies Logic Model**

INPUTS		OUTCOMES										
<p><b>What Do We Want to Sustain?</b></p> <ol style="list-style-type: none"> <li>1) Coalition (NYSCRC)</li> <li>2) Partnerships (Federal, State, Community Based Organizations, Academia, Aging Services Network)</li> <li>3) Programs: REST Training, Caregiver Simulation, Mini-Grants, Annual Caregiver Conference</li> <li>4) Network Engagement (Regional/National)</li> <li>5) Infrastructure/Governance</li> <li>6) Data Collection</li> <li>7) Caregiver Engagement</li> <li>8) Advocacy</li> <li>9) NY Connects</li> <li>10) Respite Volunteers</li> </ol>	←	<p><b>POTENTIAL FUNDING SOURCES</b></p> <ul style="list-style-type: none"> <li>• <b>Federal</b> (ACL, HRSA/GWEP, OAA, HHS)</li> <li>• <b>State</b> (NYSOFA, AAA, DOH, OPWDD, CCF, Labor, OMH, OASAS, OCFS)</li> <li>• <b>Private</b> (HFWCNY, Ralph C. Wilson, NYSHF, GRHF, Cabrini, Hartford, RWJ, Weinberg, Golisano, Guardian Society, Community Foundations, United Way, AARP)</li> <li>• <b>Revenue Generation</b> (Fees, membership dues, partner sponsorship, Health Systems, ACOs, private insurances)</li> </ul>										
<p><b>Environmental Scan</b></p> <ul style="list-style-type: none"> <li>• Demographic imperative</li> <li>• Uncertain Federal funding landscape</li> <li>• State priorities areas (Women, Labor, DOH, OPWDD, Children, Kinship Care)</li> <li>• State Initiative: “Health Across All Policies”</li> <li>• Health System Recognition (readmissions)</li> <li>• Caregiver identification/awareness challenge</li> <li>• Potential for Technology support/reach</li> <li>• Large geographic coverage region (+Rural)</li> <li>• For-Profit Incursion (private sector)</li> </ul>		<table border="0"> <tr> <td><b>Funding Levels</b></td> <td><b>Proposed Model</b></td> </tr> <tr> <td>Level 1: \$100,000</td> <td>Resource Center</td> </tr> <tr> <td>Level 2: \$200,000</td> <td>Regional Collaborative</td> </tr> <tr> <td>Level 3: \$300,000</td> <td>Statewide Hub-and-Spoke Model</td> </tr> <tr> <td>Level 4: \$1,000,000</td> <td>National Respite Leader</td> </tr> </table> <p><b>Funding Timelines:</b></p> <ul style="list-style-type: none"> <li>• Current ACL Funding: through August 2020</li> <li>• Proposed No-Cost Extension: December 2020/March 2021</li> <li>• Current HRSA Funding: through June 2024</li> </ul>	<b>Funding Levels</b>	<b>Proposed Model</b>	Level 1: \$100,000	Resource Center	Level 2: \$200,000	Regional Collaborative	Level 3: \$300,000	Statewide Hub-and-Spoke Model	Level 4: \$1,000,000	National Respite Leader
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Level 4: \$1,000,000	National Respite Leader											
<p><b>Stakeholder Summit Recommendations</b></p> <ol style="list-style-type: none"> <li>1. Building Capacity</li> <li>2. Workforce Development</li> <li>3. Increasing Awareness and Utilization</li> <li>4. Enhanced Collaboration</li> <li>5. Enhanced Funding</li> <li>6. Policy/Legislative Initiatives</li> </ol>	←	<p><b>PERFORMANCE MEASURES</b></p> <ul style="list-style-type: none"> <li>➤ Coalition Building: membership #, monthly calls participation, geography, website utilization, newsletter distribution, surveys</li> <li>➤ Trainings: pre-/post- assessment and # trained for: REST, train-the-trainer, caregiver simulation, Powerful Tools for caregiving, mindfulness</li> <li>➤ Services: Volunteer (#, hours, retention), # respite programs, trainer established in every county</li> <li>➤ NY Connects: # respite services listed, utilization</li> <li>➤ Mini-grants: required data metrics and progress reports</li> <li>➤ Funding: grant funding, foundation collaboration, revenue stream from trainings, membership dues revenue</li> <li>➤ Defined future implementation strategy for evidence-based caregiver assessment (satisfaction, quality of life, and health related outcomes)</li> <li>➤ Assessment of the caregiver experience as a result of respite participation</li> </ul>										
<p align="center"><b>ACTIVITIES</b></p>												
<ol style="list-style-type: none"> <li>1) Build coalition support and expand NYSCRC representation/participation</li> <li>2) Scale through partnerships, parallel state funding, and aligning activities</li> <li>3) Utilize website, social media, and existing marketing materials to raise awareness</li> <li>4) Engage employers in caregiving needs</li> <li>5) Analysis of revenue pricing structure (fees, services, and membership dues)</li> <li>6) NY Connects System Updates</li> </ol>												