

Senior Services Situation Analysis

*From a Marketing Standpoint:
Where We Are Now*

Organization Overview

Senior Services is a non-profit organization that provides a wide range of services, education and resources for older adults in Midland County. Services include:

- Information and Referral
- Care Coordination
- Home Care
- Meals on Wheels
- 6 Senior Centers
- Transportation
- Counseling
- Volunteer Services
- Medicare/Medicaid Assistance
- Handyman Services
- Newspaper
- Community Education
- Caregiver Education & Support
- Support Groups
- Seasons Adult Day Services
- Seasons Adult Day Health Services

Senior Services seeks to become the community leader for addressing the diverse needs of older adults in Midland County, creating community awareness regarding the services and programs offered. Communicating the overall mission “to promote and enrich quality of life for older adults and those who care for them,” effective marketing strategies will help get the available resources to the people who need them, attract volunteers and build relationships with other community service providers.

Value to the Community

Senior Services provides services that meet a wide range of needs. While each service provides unique value, the needs Senior Services fulfill can be summarized as such:

- Remain at Home - Prevents Nursing Home Placement
- Adds Quality of Life
- Stay Healthy
- Socialization
- Remain Active
- Assist with Advanced Planning
- Certain Services Help Clients Save Money
- Provides Information
- Link to Resources

For a detailed look at the value each service brings to the community, see Attachment A “Needs Services Fulfill.”

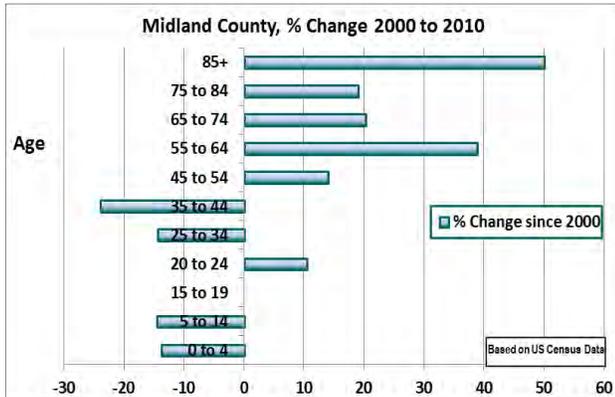
Market Demographics (of those who use our services)

- Senior Services geographic target is Midland County with an estimated population of those 60 and older just under 18,000.
- Age 60+ for most services
- Age 50+ for Medicare Assistance and SPAP Plus
- Family Caregivers of those over 60
- Male and Female
- Mostly Single (exception for Seasons)

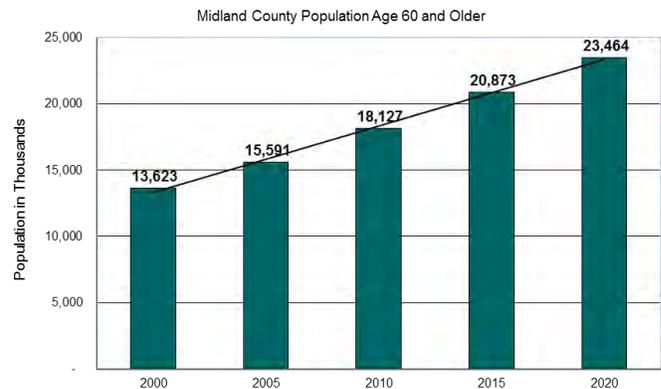
For a breakdown of demographics by service, see Attachment B “Client Profile.”

As shown in the charts below, there has been a large increase in the number of people in Midland County who are 45+ with the greatest increase in those 85+ and those numbers will continue to grow at a substantial rate creating a dramatic increase in our market demographic.

Percentage of Projected Age Group Growth in Midland County



Age 60+ Projected Population in Midland County



Marketing Analysis

Taken from recent focus groups and surveys, the following analysis captures the key strengths and weaknesses within the organization and describes the opportunities and threats facing Senior Services from a marketing standpoint.

Strengths

- High level of community support
- Wide acceptance for further fund development as long as it is being earmarked for needed programs
- Complete continuum of care and services for older adults of all ages
- Support for caregivers

Weaknesses

- Branding: Perception that Senior Services is only for the “old” and “low income”
- Community is unclear on age restrictions and cost
- Do not offer sufficient services such as expanded hours and out of county

Threats

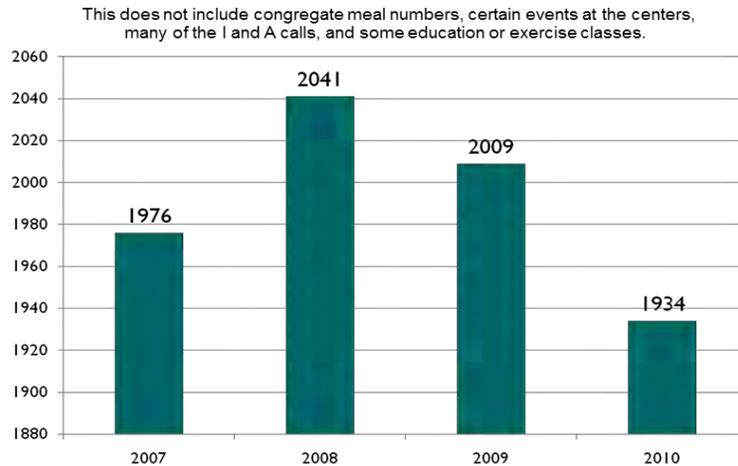
- Perception that Senior Services is and will always be funded well
- Uncertainty of funding and increased costs
- National decrease in nutrition site utilization

Opportunities

- Become the community focal point for older adults in Midland County
- Collaborate with other community agencies and organizations
- Focus on needs (gaps in service, frail, low income)
- Engage newcomers
- Rebranding of programs
- Growth in number of those needing services

The following chart shows a gradual decrease in clients served at Senior Services over the last four years.

Total Clients Served



Similar Services in the Community (Possible Competition)

Because of the diverse services that Senior Services provides, there is also much diversity in competition, or similar services, in the community. As a non-profit agency, this analysis isn't only to determine competition but to also recognize possible collaboration opportunities. Attachment C, "Similar Services in the Community," details similar services in the community according to each service offered. Similar services that appear more than once include:

- Assisted living facilities
- Home care agencies
- Private caregivers
- Hospital case managers
- Disability Network
- Community Mental Health
- Community Centers
- Churches
- Hospitals
- Physician offices
- Delta 50+
- Restaurants, including fast food
- Takeout meals

Current Marketing and PR

Each department at Senior Services uses methods of marketing and public relations specific to the service offered. A breakdown of current marketing and outreach by service can be reviewed on Attachment D, "Current Marketing and Outreach."

The main marketing tool for Senior Services and every department is the Senior Independence News newspaper. Each service is also listed, with scheduled programs updated, on the Senior Services website. Other marketing methods used frequently include:

- Flyers
- Press Releases
- Brochure (Specific to Service)
- Facebook
- The Senior Scoop
- Radio PSA

Marketing Budget

The Community Education and Outreach department is responsible for most of the marketing of Senior Services. Currently the following amounts are being used yearly by this department for marketing specifically for Senior Services as a whole:

- Community Outreach: \$2,445
- Senior Newspaper: \$16,217
- Promotional Senior Services Items: \$2,260

A few departments, specifically Education Programs and the Volunteer program, have limited marketing funds used only to market those programs. Most programs and services do not have any money earmarked for marketing purposes. Many departments use money not spent on other line items from their budget to pay for marketing as the need arises.

Assessment Tools

Most programs and services at Senior Services use assessment tools to monitor client satisfaction and/or the results of a particular program. The type and collection of data from surveys and assessments depends on the method used by the department head. For instance, Seasons, Transportation and Home Care create and report surveys in a similar way because the same person heads those departments. This is also the case for Meals on Wheels and Centers and this goes on in a similar fashion for remaining services. There is not a consistent survey or assessment method used across the board for all services.

The questions on the surveys are specific to the program or service. Few surveys ask where the client heard about the service or program. For some services, information gathered about customer satisfaction are used to further market that program in the Senior Independence News. To review the surveys done by each service, see Attachment E, "Assessment Tools."

Marketing Trends to the "Senior" Demographic

Several national trends can be identified in marketing to older adults.

Rebranding

The International Council on Active Aging is behind the *Rebranding Aging Initiative* which seeks to foster a fuller picture of aging in the media, industry, families and individuals, with the goal of changing our views and expectations about aging. The goal of this initiative is to promote a more positive, realistic attitude towards aging, while helping to engage the aging population more effectively.

Another trend in rebranding is the concept of "*Senior*" vs *Alternative wording*. There is much debate on both sides of the issue. One side says if you keep using "senior" you will miss opportunities by ignoring the population who do not relate. You need to meet seniors where they are and not try to convince them they are a "senior." This is called "promoting through inclusive vocabulary." The other side says we need to change the image of "senior," not the name. Changing the name plays into the marketing ploys of trying stay young forever. It's better to promote to a shared interest, need or circumstance, not by age.

Shift Toward More Internet-Based Marketing

Reports indicate that senior care organizations feel they need to increase their online presence. Clients (and influencers) of senior care services are relying more on the Internet as a source of information. The 65+ segment may be somewhat less open than younger generations to web surfing or text messaging, but mature adults are gaining in every digital activity from medical research to social networking. In computing, wireless communications, and even television, larger print capabilities and technologies are assisting hearing- or sight-impaired consumers to help marketers to reach their target audiences.

Community-Focused Marketing

Instead of relying on national or state trends, organizations are using an analysis of their own community to determine need, services and marketing goals.

Marketing Demographics

Mature segments can be delineated by age, but successful marketing will require careful research into specific, overlapping segments, many defined by life stage. Besides boomers and seniors, there are pre-seniors, young seniors, early retirees, grandparents, fully retired, older married couples, singles and/or widowed, caregivers, adult children of seniors and parents of seniors.

Regulatory Environment

Organizations that service the senior population are often regulated by government agencies and must consider this regulatory environment into their marketing plan.

Marketing and PR Tactics

In a survey of businesses and organizations who mainly market to seniors, the following were listed as the most effective ways to reach their target market:

- Direct marketing (print and e-mail)
- Search engine optimization.
- Publishing of original content tied to direct e-mail marketing efforts.
- Trade show exhibiting and speaking.
- Webinars/Webcasts.
- Pay-per-click advertising.
- Online press releases

Marketing Wellness

In order to reach an audience who are active and do not consider themselves “seniors,” many organizations are adding exercise and fitness into their service portfolio.

Missing Marketing Opportunities for “Older” Seniors

Reports indicate that a shift toward marketing to “younger seniors” has left missed opportunities to market to those 65+. Here is an excerpt from one of these reports:

“Still, as boomers gallop through their 60th birthdays with hardly a backward glance, the market simply has not spent enough effort in meeting or even imagining the wants and needs of those already in their 60s, 70s, and beyond—while the ranks of these mature adults are swelling into unheard-of numbers. As of Spring 2006, nearly 68 million people had blown out at least 55 candles on their last birthday, and various estimates show the 50+ crowd to be sitting on \$20 trillion in resources, to control over 70% of disposable income, and to wield \$1.6 trillion in spending power. By 2030, people age 65 and over are expected to number over 70 million; an even greater wave is sweeping the 85 and over age bracket, who are projected to surge from 4 million in 2000 to an amazing 20 million by 2050.”

Attachment A

Needs Services Fulfill

<p>Seasons & Alzheimer's Services Remain at Home – Prevents Nursing Home Placement Maintain or improve mental and physical function Adds quality and meaning to life Socialization Respite for Caregivers – Reduces Caregiver Stress</p>	<p>Home Care Remain at Home - Prevents Nursing Home Placement Maintain Quality of Life Maintain or improve mental and physical function Increase Self Esteem Homemaking • Personal Care • Respite</p>
<p>Care Coordination Remain at Home – Prevents Nursing Home Placement Identifies the Needs • Monitors Condition Connects to Services • Early Warning System</p>	<p>Medicare Medicaid Assistance Program Making the Best Financial Choice Help Choosing a Medicare Prescription Plan Getting the Best Coverage for Individual Needs</p>
<p>I & A (Information and Access) Helps People Take the First Step Toward Help Connects People to Appropriate Services Provides Information</p>	<p>Caregiver Programs Make Caring for a Loved One Easier Give Help and Support Prevents Nursing Home Placement of Loved One Build Skills and Self Confidence</p>
<p>Counseling Helps People Deal with Life's Changes Manages Stress • Resolves Conflicts Helps with Grief Relieves Depression and Anxiety Identifies Future Needs</p>	<p>Education Programs Offers Help for Health Conditions Provides Information to Help with Future Planning Giving the Tools to Help People Age Well Keeps the Brain Active Lifelong Learning</p>
<p>Centers Socialization Remain Active Stay Healthy Nutritious Meals</p>	<p>Transportation A Ride for Those with No Transportation Gets Older Adults to the Places They Need to Go Keep Healthy by Getting to Dr. Appointments Keeps Unsafe Drivers off the Roads Reduces Isolation • Maintain Social Contact</p>
<p>Meals on Wheels Receive Nutritious Meals when Unable to Cook Contact with Volunteer • Monitors Condition Remain at Home - Prevents Nursing Home Placement</p>	<p>SPAP Plus Help Paying for Prescriptions Gives People Money Buy Food Instead Helps to Choose the Best Medicare Plan</p>
<p>Team Handyman Make Homes Safe and Secure Remain at Home - Prevents Nursing Home Placement</p>	<p>Volunteer Program Rewarding Work in Service • Give Back Feel Needed and Valued • Help the Community Develop Skills and Experience</p>

Needs Met in Summary

Service	Need Met
<ul style="list-style-type: none"> • Seasons Adult Day Services • Home Care • Care Coordination • Caregiver Programs • Counseling • Meals on Wheels • Transportation, • Team Handyman 	<ul style="list-style-type: none"> • Remain at Home - Prevents Nursing Home Placement • Adds Quality of Life • Stay Healthy
<ul style="list-style-type: none"> • Centers • Education Programs 	<ul style="list-style-type: none"> • Socialization • Stay Healthy • Remain Active
<ul style="list-style-type: none"> • Medicare/Medicaid Assistance • SPAP Plus 	<ul style="list-style-type: none"> • Financial Help

Attachment B

Client Profile

Seasons & Alzheimer's Services

Both male and female, mostly married, higher incomes, live in the city of Midland, those with dementia or other disabling diseases, those with early memory loss, caregivers

Home Care

Over age 60, mostly females, average age is 81, live in city of Midland, widowed, divorced, lower income, live in senior housing, 60% HMK, females receiving respite, not married

Care Coordination

Over age 60, 68% female, average age 80, 47% live alone, 19% cognitive impairments

Medicare Medicaid Assistance Program

Medicare Part D clients, younger seniors who are getting ready for Medicare, those who need assistance with DHS application or Social Security programs

I & A (Information and Access)

85% are the senior or their family, friends of seniors, physicians offices, hospital, home care agencies and nursing homes

Counseling

Over age 60, have depression, anxiety, grief, caregiver stress, declining health, death of life partner, loss of independence, home and friends

Caregiver Programs

Over age 60, family members, good friends who care for them, relatives at Seasons, children of older adults, spouses of older adults, most not working, female, caring for someone with dementia

Education Programs

Over age 60, most over 70, interested in learning, able to drive, who want minor medical clinics, more women than men, mostly retired, couples and singles—but mostly singles attend, those interested in exercise and education topics

Centers

Adults over 60, most of them are over 70, caregivers, widows/widowers, people who want socialization, not necessarily physically active, card players, those interested in crafts, more women than men, mostly retired, couples and singles, mostly homemakers and skilled labor, those interested in exercise, education topics, special events and a good meal.

Meals on Wheels

Over age 60, most over 70-80, homebound, frail older adults, children of older adults

Transportation

Over age 60, mostly female, live in city of midland, not married, dialysis patients

SPAP Plus (Senior Prescription Assistance Program)

50+, have no prescription drug insurance, those with high Rx cost, limited assets and income

Team Handyman

Over age 60, those who need simple home repair, those at risk of falling, live in their own homes

Volunteer Program

86% are Over age 60, retired and financially secure, mostly male, married

Attachment C

Similar Services in the Community

Seasons & Alzheimer's Services

Adult foster care homes, assisted living who provide Alzheimer services, Alzheimer's Association

Home Care

Home care agencies, private caregivers

Care Coordination

Home care agencies, Department of Human Services, Disability Network, Community Mental Health, private caregivers, hospital case managers

Medicare Medicaid Assistance Program

Disability Network, Insurance agents, physician offices, pharmacies

I & A (Information and Access)

Word of mouth, others who receive services, senior fairs or senior events, hospital case managers

Counseling

Family and Children's services, Community Mental Health, private practitioners

Caregiver Programs

Delta 50+, assisted living facilities, Region VII, internet, Cancer Services, Alzheimer's Association

Education Programs

Delta 50+, MCC 50+, assisted living facilities, hospital, churches, internet, library, Olli

Centers

Restaurants, McDonalds, home cooked meals, varied restaurant offerings, frozen meals, takeout meals, churches occasionally

Meals on Wheels

Family making meals, takeout meals, fast food, meal deals, grocery stores, restaurants, Schwann meals, internet lists of delivered meals.

Transportation

Dial a Ride, County Connections, Midland Taxi, Chippewa Cab

SPAP Plus (Senior Prescription Assistance Program)

Pharmacies, physician offices, hospital

Team Handyman

Small repair businesses

Volunteer Program

Other programs who need volunteers

Attachment D

Current Marketing and Outreach

Seasons & Alzheimer's Services

SI News, flyers, talks, tour, trainings, website, word of mouth, support groups, other Senior Services services, relationship building with referral sources, Dublin Club mass mailing packets, churches, neuropsych, geriatric assessment programs, outcome stats printed in newspaper, press releases, brochure

Home Care

Referrals from Care Coordination, brochure, SI News, website

Care Coordination

Brochure, website, word of mouth between seniors, word of mouth with other community agencies and organizations, SI News, website

Medicare Medicaid Assistance Program

Brochure, website, word of mouth from seniors, their family and other community agencies, SI News

I & A (Information and Access)

Advertisement in Midland phonebook, programs and services listing, website

Counseling

Referrals from Care Coordinators, Season's staff and Senior Center directors, RN's at city senior housing, physicians also refer, occasionally discharge planners at MidMichigan, brochure, SI News, website

Caregiver Programs

SI News, flyers for specific events at centers or distributed through outreach, press releases, local agencies, Facebook, website, Senior Scoop

Education Programs

SI News, flyers for specific events at centers or distributed through outreach, press releases, local agencies, Facebook, website, Senior Scoop

Centers

MCTV, WMPX radio, SI News, flyers for specific events, monthly activity sheets at centers, gift ticket drawings, special flyers with gift tickets attached, special flyers for events, work with local agencies (family centers, community center), brochure, Facebook, website

Meals on Wheels

SI News, referrals from Care Coordination, website

Transportation

Cars in parades and at mall, pull tables, advertising on vehicles, driver promotions, brochure, SI News, website

SPAP Plus (Senior Prescription Assistance Program)

Brochure, website, word of mouth, SI News

Team Handyman

SI News, Care Coordination referrals, website

Volunteer Program

Word of Mouth, SI News, MCTV, Midland Daily News, church bulletins, school announcements, Senior Scoop, Delta radio and WMPX radio, presentations/appearances, agency brochure, volunteer brochure, annual report, collaborations with Community Center, Creative 360, churches, Alzheimer's Association, MSU Extension, MI Works, clubs and civic groups, neighboring County Councils on Aging, website

Attachment E

Assessment Tools

Seasons & Alzheimer's Services *Uses SurveyMonkey.com*

Caregiver survey once a year
Dublin Club after each session
Participant survey once a year

Home Care

None

Care Coordination

Once a year, 10% of clients served by Region 7 funds are surveyed as required by Region 7. There is no report of the results

Medicare Medicaid Assistance Program

None

Counseling

None

Caregiver Programs *Uses SurveyMonkey.com*

Caregiver Education Programs survey after most programs

Education Programs *Uses SurveyMonkey.com*

Lunchtime Learner survey after most speakers
Educational Series survey after each series
Survey after most Education Programs
Zumba class survey once a year

Centers

Quick questionnaires done on new meals
Once or twice a year, survey done at centers about meals

Meals on Wheels

Once or twice a year, survey done about meals
Required survey by Region 7 once a year (see Care Coordination)

Transportation *Uses SurveyMonkey.com*

Client survey once a year

SPAP Plus (Senior Prescription Assistance Program)

None

Team Handyman

None

Volunteer Program

None