



Kansas Advocates  
for  
Better Care

*“Advocating for Quality Long-term Care” since 1975*

## **Kansas Advocates for Better Care Strategic Plan 2007 - 2010**

### VISION

All frail adult Kansans receive good quality long-term health care in the setting of their choice.

### MISSION

KABC is committed to  
“Advocating for Quality Long-Term Care”

## **KABC target Audiences**

June 2, 2006 the Board affirmed the June 6, 2003 decision that the following groups are the targeted audiences for purposes of guiding KABC programs and projects (in priority order):

- Donors - Individuals, Private & Corporate foundations
- Consumers/Clients - Current & Prospective Members
- Government Officials and Non-government Policy Makers
- Media
- Board & Staff

What are the guiding questions to consider when communicating with our target audiences?

- What is actually doable?
- What is affordable?
- What is the realistic timeframe?
- How can communications be specific (from the perspective of the audience), i.e. measurable, appropriate, realistic, and time bound?
- What measurements provide accurate indications of the desired outcomes?

## KABC History Highlights

**1975:** "Petey Cerf held **Organizational Conference** in Wichita.

**1976:** Cerf and friends **visits to nursing homes** across Kansas to determine quality of care.

**1976: Incorporated** as a 501(c)(3) non profit called Kansans for Improvement of Nursing Homes (KINH). Petey Cerf was also a founder of the National Citizens Coalition for Nursing Home Reform.

**1976:** Cerf held "A Consumer Conference-Action to Improve Nursing Homes" in Topeka.

**1977:** Gov. Robert Bennett made surprise visits to nursing homes across Kansas.

**1978:** KINH successfully advocated for the Kansas Legislature to pass a law authorizing **civil penalties against nursing home owners for uncorrected violations.**

**1985:** KINH Helped initiate the Kansas Board of Adult Care Home Administrators (BACHA).

**1992:** KINH initiated legislation for Kansas to impose fines up to **\$10,000 for serious violations.**

**1996:** KINH's **name changed to Kansas Advocates for Better Care, Inc. (KABC)** to advocate for residents in all types of licensed adult care homes .

**1996-2006:** Received grants from Kansas Department on Aging (KDOA) for presentations to nursing home employees about **preventing Abuse, Neglect, and Exploitation (ANE).**

**1998:** Grant from the Kansas Health Foundation (KHF) to **establish statewide database** of facts about licensed care homes.

**1998:** KABC began providing a **toll-free phone number for consumers** to call for information and guidance.

**1998-99:** KABC received a grant from KHF to train licensed nurses about preventing malnutrition.

**2000:** KABC President Evie Curtis was appointed to Kansas Legislative Long-term Care Services Task Force.

**2002:** KABC Executive Director D. Bacco was appointed to AARP Kansas Executive Council.

**2002-03:** KABC received a grant from KHF to hold statewide conferences for Activity Directors about **intergenerational activities** for nursing home residents.

**2002-03:** KABC received a grant from The Sunflower Foundation for presentations across Kansas about **care-giving techniques.**

**2003-2006:** KABC received a grants from the Pratt Family Charitable Foundation.

**2004:** KABC received a grant from Rallying Points/Robert Wood Johnson Foundation to provide **presentations about pain management** statewide to front-line nursing home employees.

**2004-2007:** KABC received grants from KDOA for statewide training to unlicensed nursing home employees about nursing home regulations.

**2004:** KABC received a grant from KHF to provide statewide training to front-line employees and community volunteers about preventing neglect of nursing home residents.

**2005:** KABC **successfully started an endowment fund**, reaching a net value of nearly \$123,000 by the end of 2007.

**2006:** KABC successfully **advocated with AARP KS for an increase in the personal needs allowance** for nursing home residents.

2006: KABC received a grant from The Sunflower Foundation for enhanced office technology.

**2007: KABC received grant from KDOA Workforce Enhancement funds.**

**2008: KABC received grant from KDOA for resident centered and restorative care**

**2008:** KABC ED M. McFatrigh appointed to AARP Exec. Council & provided leadership to Dg. Coalition on Aging.

## Priority #1 Goal - Garner adequate funds to operate now and in the future

### Target audience - Donors

#### *Continue/expand:*

- Hold “Non-event Fundraiser.” Nov. 03 netted \$2,000; Dec. 04 netted \$4,000; Dec. 05 netted \$2,000; Dec. 06 netted nearly \$5,000; thru Nov. 07 netted \$4,145;
- Seek “end of year” contributions using Board-signed letters. Nov. 03 netted \$1,000; Nov. 04 netted \$900; Nov. 05 netted \$400; 2006/07 - did not occur due to early non-event fundraiser.
- Hold mid-year fundraiser. July 05 “Independence Day” insert into Kaw Valley Small Business Newsletter netted negative \$400; cancelled Casino trip for August 06; Sept. 06 “Investigate before Investing” netted \$300 loss; April 2007 “William Dann & Friends” netted nearly \$3,000.
- Grow endowment fund and/or planned giving program. Initiated Sept. 04; had 21 founders by March 06 (\$97,000+); March 07 value = \$110,000+; November 07 value = \$122,876.
- Seek donations via Internet. Initiated Sept. 05; total received \$ 129 as of November 07.

#### *NEW:*

- Thank you dinner or cocktail party.
- House parties (given by board members & friends of KABC).
- Targeted mailing to identified lists of community contributors i.e. United Way, LMH.

### Target audience - Consumers/Members

- Seek new members from such groups as caregivers, “boomers”, nursing homes, businesses, churches - KHCA info booth 1/05, no new members; in Dec. “good” NFs get invitation to join with usually some response; Lawrence church pilot June 05, no new members; Kaw Valley Small Business newsletter insert-7/05, no response; “Professionals in Aging” brochure-7/7/05, no response; KHCA info booth 9/06; started ad in Kaw Valley Senior Monthly 10/06 (netted no response); (Membership: 2003 - 675; 2004 - 650; 2005 -550; 2006 -520; 2007-515.)
- Offer 3 free reports with “regular or group” memberships. Initiated November, 03. Some members regularly request the free reports.
- Promote the “charitable” side of KABC by emphasizing **benefits of membership**, such as cost-free “guidance during crisis” in all promotional materials. Initiated early 04 and continuing.
- Spring mailing of Annual Report to major contributors. Initiated 04 and continuing.
- Ask members to become “Cerfers” (\$100 membership) with renewal notice. Initiated fall 05; 35 by 3/07; 75 by 11/07.
- Ask members to make referrals, using KABC brochure. Initiated May 06. (*unsuccessful, but may need some kind of incentive to current members or “challenge” article in newsletter/website?*)
- Coordinate annual meeting with fundraising. Attempted March 04, not successful; March 05 successful with fundraising for endowment. March 06 & 07, not attempted. *MM says drop*
- **Report to shareholders.**

### Desired Outcomes

## Priority #1 Goal - Garner adequate funds to operate now and in the future (*continued*)

Target audience - Public and Private Policy Makers

- Continue to apply for grants. (\$26,578 awarded in 2003. \$55,817 awarded in 2004. \$32,760 awarded in 2005. \$42,198 in 2006. \$12,600 in 2007. **\$28,051 in 2008**)

Target audience -Media

- Seek recognition in articles and news. 7 media appearances as of May 08.

Target audience -Board and staff

- Ask Board to make notes on membership renewal letters during quarterly Board meetings. Initiated June 06; Dec 07; **May 08 and ongoing**.
- Ask Board for names of others who may support KABC every year - staff get names and send promotional material. Accomplished during fundraising campaigns. **Expanded in 2008**
- Ask Board for contributions above the membership dues amount at least once per year, as noted on the renewal notices. (Board contributions: 2003 = \$2,410. 2004 = \$5,505. 2005 = \$3,985, 2006=\$2,370; 2007=\$4,550)
- Gather testimonials for use in marketing/fund raising. **Place on website & in newsletters: "What have we done for you lately?"**

Desired Outcomes:

1. Increase membership and donor base (% or \$ target amount).
2. Increase receipt of funds for operations and projects. **(by what % annually?)**
3. Grow endowment fund for future operating funds.
- 4. Increase funds for education & projects.**

## Priority # 2 Goal - Improve Legislative/Advocacy Work

Target audience - Donors

- **Communicate accomplishments of KABC-what your dollars are doing.**
- May not be applicable, except for donors who have expressed interest in advocacy.

Target audience - Consumers/Members

- Request members to communicate with their local legislators about LTC issues, using newsletters. Initiated March 2004, ongoing as needed and timely.

Target audience -Policy Makers

- Keep current the legislative email addresses of Kansas House and Senate, and the Congressional Delegation. Accomplished Nov. 03; updated for 05 session; updated for 07 session.
- Continue to testify on appropriate bills. Accomplished 2004 and ongoing, as needed.
- Consider initiating a bill (for example, one about coroner exam for suspicious nursing home deaths). Not Yet Accomplished.
- **Present DG County legislative delegation w/KABC agenda**
- **Identify board relationships w/ legislature annually and use effectively**

Target audience -Media

- Continue to send news releases about LTC topics. Accomplished 2004 and ongoing. **Target # annually.**

Target audience-Board and staff

- Continue to seek Board assistance in contacting legislators with the KABC “issues statement” prior to each session starting in January. Two Board Members spoke to legislators on behalf of KABC in Dec. 04; January 06; 07; 08.
- **Engage expertise of members in drafting legislation or testimony, testify, bring professional networking relationships to bear on KABC issues.**
- **Identify Board Members/volunteers to represent KABC on regulatory advisory committees.**

### Desired Outcomes

- Make notable improvements in statutes and regulations pertaining to LTC.
- Improve quality of care.
- **Expand organizational capacity and visibility.**

## Priority #3 Goal - Continue “networking” to increase sphere of influence

### Target audience - Donors

- Use every newsletter to describe successes, **accomplishments, openings for improvement, etc.** Initiated Jan. 2004 and continuing.

### Target audience - Consumers/Members

- Request email addresses from members/contributors. Initiated early 2004 and continuing. *(note: very little response. Might be worth an article in the newsletter w/return slip for email, to receive e-newsletters, etc.?)*
- **Determine with whom we can communicate via email.**
- **E-newsletter.**
- Request “feedback” from newsletter readership. Initiated Jan. 07 and received 2 responses.
- *Meet and cultivate relationship with Statewide extension staff; get email of all county extension agents to provide information and/or news releases. Initiated communications in 2003. Not realistic due to KSUs Center on Aging.*

### Target audience - Policy Makers

- Extend distribution of publications - for example, encourage Board members to distribute publications. Initiated 2004 and continuing. *(note: offered publications to all legislators a few years ago. One of the 165 ordered something.)*

### Target audience - Media

- *Hold “hospitality” event for media during legislative session. Not realistic; advised by AARP to hold an event only when there is a topic to promote.*
- **Target media to cultivate specific relationship (identify who/where).**

### Target audience - Board and staff

- Make presentations to nursing home family councils, fraternal organizations, senior centers, etc., using info prepared by staff. Each Board member requested to make one presentation per year, if called upon by staff. Six Board members presented by Dec. 04; none during 05.

### Target audience - Consumers or Community Partners

- **Participation in networking groups & coalitions to raise visibility.**

## Desired Outcomes

1. Become recognized across Kansas as the consumer spokesperson for frail adults

## Priority #3 Goal - Increase Visibility and Perceived Strength of KABC

### Target audience -Donors

- [Mail “successes” letter to donors](#) along with calendar “gift” by December, every year. Initiated Nov. 03. May replace by mailing annual report instead (sent in 05, 06, 07.) Calendars sent again in 2007.
- **Thank you calls to donors from board and staff.**

### Target audience -Consumers/Members

- [Include an article in every newsletter about KABC successes](#) (may be part of “Member Feedback” article). Initiated January 2004 and continuing.
- [Revise annual meeting agenda](#) to focus on strengths and successes. Accomplished via Annual Report. **Verbal highlights on progress made.**
- **E-newsletter: Develop format & implement**
- **Include “ask the experts” column in newsletter**

### Target audience -Policy Makers

- Send “successes” brochure and include coalition networking efforts by Spring, 2004. Accomplished via newsletters and annual report.
- [Participate in work groups](#) that review, revise, advocate for and initiate policy changes.
- **E-newsletter.**
- **Testimony on budgets and proposed legislation**

### Target audience -Media

- [Continue to submit articles](#) to AAA/senior center newspapers via media releases. Initiated early 04, ongoing as part of press releases.
- [Gain national exposure](#) through NCCNHR and reporters. Initiated and continuing but results unknown. Submitted accomplishments to NCCNHR newsletter 08, signed on as supporter of national nh legislation May 08.
- [Continue to send two releases per month.](#) Sporadically accomplished; average is one/mo.
- [Ask Board members to research Community access programs](#) on local television and report back to Board at June 2004 meeting. *Not yet accomplished.*
- [Cultivate specific media relationships](#) to increase issues and KABC visibility.
- **Press releases on New board recruits, new grants, E-newsletter**

### Target audience -Board and staff

- Develop Board Member “speakers” kit - staff prepare sample presentation materials as needed.
- [Seek board assistance to help build contact/membership list](#) by using their contacts at other organizations, media, etc. Accomplished during fundraising campaigns and ongoing.
- **E-newsletter**
- **Leadership on consumer initiatives**

### Desired Outcomes

- Policy makers seek information and input from KABC.
- Media interview KABC to get responses about LTC issues.
- Consumers see KABC as spokesperson with clout.

## Priority # 3 Goal - Improve Education/Training

### Target audience - Donors

- Offer educational publications to major Donors every year. Initiated 04 and ongoing .
- Continue to seek grants for educational/training projects, such as ANE, etc. Received six grants in 04; three in 05; three in 06; one in 07; **one in 08. (Loss of PEANE & Pratt; added Nehring fund)**

### Target audience - Consumers/Members

- Continue to announce/offer “guidance consultation” about long term care. Initiated and ongoing.
- Continue to offer educational publications to members through newsletters. Initiated early 04 and ongoing. **Feature on website.**
- Offer family council training. Initiated Nov. 03, sporadic since.
- *Offer family/caregiver training. Accomplished March 08.*
- Announcements in media and newsletter offering PR/speaking engagements that can be done by Board and staff. Oct. 03. (no formal announcements since)

### Target audience - Policy Makers

- Provide list of free publications available to Legislators every year. Initiated Feb. 07 and only 1 Representative responded.
- **Douglas County legislative delegation - offer E-version of each new publication.**
- **One on one conversations with legislators by staff and board, email specific articles.**

### Target audience - Media

- Send news release about family council training. Accomplished Oct. 03.
- *Caregiver training. Accomplished March 08.*
- **All new publications.**
- **Training opportunities.**

### Target audience -Board and staff

- Continue to provide regular educational features, as part of the quarterly Board Meeting agenda. Initiated 2003 and ongoing as of 2008.
- Develop speech outlines for board members as needed.
- **Email articles, etc.**

### Desired Outcomes

- All targeted audiences become better informed about KABC and LTC issues.

# Strategic Outcomes Goals

## Internal Goals

1. **By the end of 2010**, KABC has a membership/donor base of 1,000 persons who provide an average of \$100 each to yield an annual operational funding base of \$100,000. (03 membership/donor base = 450; Dec. 04 = 500, yielding \$84,700; Dec. 05 = 550 yielding \$87,000; Dec. 06 = 525 yielding \$94,100; early Dec. 07 = 515 yielding \$97,822.)
2. **By the end of 2010**, KABC has an endowment fund with \$250,000 in assets. (Mar. 06 had approx. \$97,000; November 07 = \$122,875.)
3. **\$\$ Annual target amounts for endowment.**
4. **By the end of 2010**, KABC annually assists 1,000 consumers with guidance/consultation, including providing follow-up materials. (In 03, KABC assisted 1100; 1100 in 04; 960 in 05; 864 in 06.) **Increase target.**
5. **By the end of 2010**, KABC provides educational presentations to 2,000 persons through the various grant projects. (In 2003, 1500 attended training; 1900 in 04; 1550 in 05; 1621 in 06; 750 in 07.)
6. **By the end of 2010**, KABC has 5,000 visits to the web site each year. (3,000 in 04; 3,775 in 05; 3,295 in 06; **4,408 in 07; 2,980 thru July 08.**)
7. **By the end of 2010**, KABC staff and Board Member outreach through presentations/materials touch 5,000 persons. (*“contact tracking form” given to board at meetings, to ID presentations, etc.*)
8. **By the end of 2010**, KABC has members in all 105 Kansas Counties. (61 in 05; Members from 18 states outside KS.) (56 counties in 07, plus members from 16 other states.)
9. **By the end of 2010, create/distribute KABC E-newsletter; initiate online access to nursing home database information.**

## External Goals

1. By the end of 2010, Kansas nursing homes have adequate nursing staff to provide quality health care to residents; NCCNHR recommends minimum of 4.13 nursing staff hours per resident day.
2. By the end of 2010, most Kansas nursing homes are following best practices for providing quality care. Best practices include concepts focused on person-centered care, such as “green houses”, “Eden Alternative”, culture change.
3. By the end of 2010, policy makers and/or the media regularly request information and input about LTC topics from KABC, at the average rate of once per month. (In 2003, 2004, 2005, 2006, 2007 communications with media occurred about once per month.)
4. By the end of 2010, the Kansas State Long-term Care Ombudsman program has a paid regional ombudsman in each of the eleven area agency on aging regions and every nursing home has a volunteer ombudsman and/or friendly visitor who has adequate orientation for the program.
5. **By the end of 2010, consumers have access to independent advocacy regardless of how/where receiving long-term care services.**
6. By the end of 2010, all Kansas nursing homes are inspected using the computerized quality indicator survey (QIS) method, which bases inspection results on resident outcomes.

**Attempted, and either successful/ongoing/reached goal,  
or discontinued.**

<b>Goal/Strategy</b>	<b>Date/Year Attempted</b>	<b>Discontinued</b>	<b>Outcome/reason to discontinue</b>
<b>Leg./Build constituent network via KABC list server</b>	2004	2007	Lack of participation
<b>Leg./Hold “Legislative Day”</b>	2004	2004	Poor attendance ( <i>may join w/ SLTCO for future attempts</i> )
<b>Image/Consistent visual imagine on publications, etc.</b>	2004	—	Successfully accomplished, and ongoing
<b>Educ./Offer educ publications to LTC task force</b>	2003	2005	Task force no longer exists
<b>Gain “community outreach” person in each Lawrence church</b>	2004	2006	Lack of interest/ participation from churches
<b>Create video pkg to promo KABC</b>			Not accomplished
<b>Create target-specific KABC brochure about successes &amp; accomplishments</b>	2005		Ongoing-update/print as needed
<b>Offer NH members publications to distribute w/ admissions packet</b>	2003	2004	Unknown participation