



Concept Overview - December 30, 2007

INTRODUCTION:

There's one change happening in Virginia that will affect everyone across the state, but no one wants to talk about it: Virginia is growing older. Much older. So much so, that one day people may call us the "Old Dominion" and mean it.

By 2025, the population in Virginia over the age of 65 will have doubled to over 1.4 million citizens (the equivalent of Metropolitan Richmond). That's about 20% of the total population. One out of five people across the Commonwealth will be older than the traditional retirement age – *and Virginia isn't ready.*

There are already shortages in affordable senior housing, professional healthcare workers, and funds for care management and home care, to name just a few essential support elements. If left unchanged, entitlement programs and health and social service delivery systems will be stretched beyond the breaking point. While governmental agencies and nonprofit organizations are already heavily invested in providing solutions and services, Virginia needs to make dramatic shifts in policy-making and planning if our state is to ensure that all people can age with dignity and security.

This starts with our society acknowledging the impending age wave, identifying its expected impact on major areas such as healthcare, and more importantly, preparing for it. To this end, the Richmond Memorial Health Foundation is funding a strategic planning initiative – *The Older Dominion Project* – inviting Virginia's business community leaders, leading organizations serving Virginia's aging population, and philanthropic organizations to come together to discuss and recommend potential long-term strategies to get Virginia ready for the inevitable demographic tsunami.

SIR is facilitating *The Older Dominion Project* planning process and will conduct the research that will support this initiative – a study intended to gain a shared perspective and accurate reading on Virginia's "state of aging preparedness." The last time a study of this nature was performed for the Commonwealth was 1979.

This document outlines *The Older Dominion Project's* goals, planning approach, stakeholder groups, and project management structure.

PROJECT'S OVERALL GOALS:

Optimally, *The Older Dominion Project* will help:

1. Broaden pro-aging stakeholder groups and support base beyond the age-related service agencies and academic constituents to include the Commonwealth's leading corporations, governmental policy makers, elected officials, and philanthropic community.
2. Formulate a comprehensive long-term strategy to help the Commonwealth prepare for the coming age wave. Provide research-based information to serve as a rallying point/common ground to unify stakeholders behind a shared vision of a future where our aging population is an asset rather than a liability.
3. Elevate the overall awareness and importance of age wave preparedness as a critically important cause that will impact the future of our Commonwealth.

PROJECT'S PLANNING APPROACH:

Fully funded by the Richmond Memorial Health Foundation, this strategic research and planning initiative is being implemented as a multi-phased project. Major phases include:

Phase I: Recruiting Study Partners and Study Technical Advisors:

This first phase of the project involves recruiting Study Partners and Study Technical Advisors.

Study Partners are organizations and companies that provide input and assistance through each phase of this project. Study Partners' names (corporate logos) will be associated with this initiative throughout the project's life.

Initial Study Partners include companies like Owens & Minor, the Richmond Times-Dispatch, and Genworth. Study Partner recruitment efforts are targeting Virginia-based *Fortune 500* companies, business associations, and leading aging services organizations and institutions.

Study Technical Advisors are individuals who provide input and assistance through each phase of this project. Examples of potential Study Technical Advisors include noted aging experts such as Dr. Richard Lindsay (University of Virginia), Gordon Walker (CEO of JABA), community healthcare policy advocates, and directors of Virginia's Centers on Aging – VCU, Virginia Tech, University of Virginia, and William & Mary. In addition, important players like the United Way and national experts who are friends of SIR's Boomer Project may also serve in this capacity.

Phase II: Background Review & Expert Input:

The second phase of this project involves collecting input from Study Technical Advisors from around the state, as well as national experts through the SIR Boomer Project. This phase also includes collecting and reviewing studies, reports, and plans from similar age wave planning initiatives conducted by cities, regions, and states across America. This database will be a legacy of this project.

Phase II will culminate with the first official meeting of *The Older Dominion Project* Study Partners and Study Technical Advisors. This meeting has been scheduled for December 10, 2007 at Owens & Minor (9 a.m. to 12 noon). All parties will have an opportunity to hear firsthand how other cities and states are preparing for the age wave, provide input into the overall direction of *The Older Dominion Project*, and suggest topics for Phase III – the statewide research study.

Phase III: Statewide Research Study:

Based on input from Study Partners, Study Technical Advisors, national experts, and “*lessons learned*” from similar age wave planning initiatives, Phase III will involve a statewide research study. Initial plans call for surveying Virginia citizens and business leaders.

The research process will run from mid-December 2007 through February 2008. All Study Partners and Study Technical Advisors will have an opportunity to comment on the survey topic guides and subsequent questionnaires prior to the fieldwork.

Phase IV: Review of Findings & Development of Strategic Planning Recommendations:

A formal review of findings and development of broad strategic planning recommendations is scheduled for March 27, 2008 (9 a.m. to 12 noon) at the Richmond Times-Dispatch’s downtown Richmond headquarters.

In this second formal meeting of *Older Dominion Project* Study Partners and Study Technical Advisors, SIR will share the research findings and insights from Phases II (secondary research) & III (primary research). It is envisioned that the research will serve as a springboard for Study Partners and Study Technical Advisors to brainstorm and formulate broad strategic planning recommendations – *how to help Virginia prepare for the age wave*.

The scope of these strategic recommendations (both content and the way they are reported) will be left entirely up to the Study Partners and Technical Advisors—*based 100% on the consensus of the group*. This will include reaching a consensus on the optimal way to package and share *The Older Dominion Project’s* overall findings and recommendations with key audiences across the state. For example, the consensus of the group may request the formal “packaging” of study findings and related recom-

recommendations as a formal report on Virginia's state of aging preparedness, and direct that this report be sent to local, regional, and state-level elected officials and business leaders. Again, this is an example of one possible outcome. The point is that Study Partners and Technical Advisors will collaborate and direct the appropriate next steps and future of *The Older Dominion Project* – Phase V.

Phase V: Action Plan Implementation:

This final phase – Phase V – will be determined by the parties involved with this effort (the output of Phase IV). At the very least, this project will end up with a basic assessment of our Commonwealth's state of preparedness for the coming age wave. At the most, this project may serve as the launching pad for an ongoing planning process, one that involves a growing number of informed stakeholders and supporters who want to ensure Virginia is always a great place for people of every age.

PROJECT'S FOCUS: ALIGNMENT OF BUSINESS, GOVERNMENT, FOUNDATIONS AND THE NON-PROFIT COMMUNITY

The diversity of stakeholders is what makes *The Older Dominion Project* so unique and so promising for the Commonwealth's future.

A preliminary review of statewide age wave planning initiatives across the country suggests that the age wave preparedness planning burden traditionally falls on state and regional governments. For the most part, the business community is not invited into the planning process. Age-related issues and related services are positioned as a category that's just "*handled by the government*" and non-profit community.

The Richmond Memorial Health Foundation and initial Study Partners believe it will take more than the government and committed organizations in the aging-related service industry to make a meaningful difference in how Virginia prepares for the coming age wave.

The optimal strategic focus, proper allocation of finite resources, and required support will have the best chance of success if they are based on an alignment of business, government, foundations and the non-profit community. (This sentence was edited) To this end, the Richmond Memorial Health Foundation has tasked this planning initiative with first organizing a broad community of strategic stakeholders that includes business interests – to study, as a group, the current perceptions, beliefs, and priorities when it comes to preparing for Virginia's age wave; and to have this broad community of stakeholders lead the development of a strategic long-term plan for the Commonwealth.

Why should the business community care? While most of the age wave media attention and related civic discussion have centered on care recipients (*the needs of seniors*) and family caregivers (*family structure, finances, and the physical and mental*

health of caregivers), little attention has been accorded the profound impact the age wave may have on Virginia's businesses and, potentially, the Commonwealth's overall business climate. Business interests include:

1. **Workforce Supply**: First and foremost, there will simply not be enough experienced workers as Baby Boomers retire. Boomers, for the most part, are the senior knowledge workers who run Virginia's businesses today. As they retire and leave the workforce, they will take with them the experience and knowledge that, for many companies, could compromise corporate values and know-how. Complicating Boomer's exodus from the workforce, their replacements will come from even a smaller pool of potential workers – 58 million Generation Xers (Gen Xers) will replace 78 million Baby Boomers. How will companies fill this labor shortage? Retiring Boomers – “Virginia's new seniors” – may be the answer – *an untapped labor pool*. But is the workplace ready for them?

2. **Long-term Corporate Recruitment and Retention Practices**: The age wave will also impact Virginia's business community in long-term recruitment and retention practices as employers compete for talented and experienced employees. Caring for aging relatives places additional “home pressures” on full-time workers. Today, a quarter of Virginia's Baby Boomers are taking care of/managing the care of their own aging family members. Yet, few employers have policies in place that adequately deal with and/or support family caregivers. What will happen when an even fewer number of people – Gen Xers – will have to take care of an aging senior population that is twice the size of today's seniors? Will Gen Xers gravitate to companies, industries, and careers that will offer them (and their parents) the assistance and age-related infrastructure they need?

3. **Economic Development**: “Care and services for an aging population” – in the form of civic appreciation and hard infrastructure – will ultimately increase so much in importance that they may even become a factor in the Commonwealth's economic development efforts.

4. **Personal Expectations**: Research suggests that Boomers possess a very different set of expectations than preceding generations, particularly as it related to health care and other services offered through major institutional settings. “Just in Time”, “High Quality at Marginal Cost”, “Balance Work and Life” are concepts that have driven business and other decisions of the Boomers. These behaviors and the inherent values associated with them may have profound influences over society's current aging-related services.

5. **Transfer of Wealth**: An enormous transfer of personal wealth is in process. Boomers are participating in one the most significant transfers of financial wealth in history. Boomers also exhibit behaviors suggesting a willingness to share intellectual and social capital as well. The generations before and after Boomers stand to be major beneficiaries of the generosity of Boomers.

Over the past two decades, quality of life has risen in importance to the point that it is now one of the major drivers in business location decisions. Quality of life is a “catch all” phrase for how residents rate a place to live – their own quality of life when it comes to access to education, healthcare, recreational and cultural amenities. As America’s senior population doubles and care-giving responsibilities expand exponentially, we can expect age-related issues and services to become more important in the quality of life equation.

Some communities are already addressing this eventuality. A nearby example is Charlottesville, Virginia. Civic leaders are already implementing plans to make Charlottesville a national model of a community that takes care of its aging population – *to ensure that the region is a great place for all ages.*

How long will it be before cities, counties, and even states start to compete with one another using their reputations as national models on “caring for caregivers/caring for the aging population” as a competitive point of difference? Rather than seeing our aging population as a liability, perhaps it is time to recognize that Aging suggests maturity and should be viewed as a corporate as well as community resource. This perspective may make a difference in attracting and retaining critical workers who balance work with their own family care-giving obligations, helping Virginia sustain its long-term economic development advantage.

These business issues make “*care and services for the aging population*” more than just a social issue that should be addressed and managed by governmental agencies and non-profit organizations; they make the aging of our population a long-term business and economic development issue as well.

PROJECT’S ORGANIZATIONAL MANAGEMENT STRUCTURE:

An organizational structure has been put in place to manage *The Older Dominion Project*: Study Implementation Team, Study Partners, Study Technical Advisors, and Community Advsiors. A detailed overview on each follow:

The Study Implementation Team:

The Study Implementation Team is comprised of individuals who provide overall project direction for this initiative – establishing study goals and objectives, formulating the research plan, ensuring deadlines are met, and building the broader project coalition.

The individuals serving on this core project planning team, in alphabetical order, are:

Helen M. Cockrell, President, Virginia Association of Area Agencies on Aging (V4A). V4A is a private, non-profit association that represents Virginia's 25 Area Agencies on Aging. Ms. Cockrell is a member of the Board of the Commonwealth Council on Aging and serves as the Planning and Development Committee Chair. Ms. Cockrell is also the Executive Director of the Shenandoah Area Agency on Aging.

Jeffrey S. Cribbs, Sr., Executive Director, Richmond Memorial Health Foundation. The Richmond Memorial Health Foundation fully funded this project through Phase IV—formulating the recommended plan.

Sheryl L. Garland, Vice President for the Department of Community Outreach for the Virginia Commonwealth University Health System. Ms. Garland is also serving as Community Advisor for *The Older Dominion Project* (see below) and is a Trustee of the Richmond Memorial Health Foundation.

Hugh Gouldthorpe, Senior Vice President, Owens & Minor. Mr. Gouldthorpe leads the Study Implementation Team's corporate recruitment activities – to help recruit other Virginia *Fortune 500* companies to join this initiative as a Study Partner.

Gail D. Jaspén, Deputy Secretary, Office of the Secretary of Health and Human Resources, Commonwealth of Virginia. The Secretary of Health and Human Resources oversees fourteen state agencies that are involved in providing health care, rehabilitation, social and other human services to the citizens of Virginia. These agencies protect public health, license and regulate health care providers, administer Medicaid and other benefit programs, and offer support to Virginia's aging population and to persons with disabilities, among other responsibilities.

Bill Kallio, State Director of the AARP Virginia State Office. AARP is a nonprofit membership organization of persons 50 and older dedicated to addressing their needs and interests.

Lyn Hammond, Deputy Secretary of Commerce and Trade. The Secretary of Commerce and Trade oversees the economic, community, and workforce development of the Commonwealth. Each of the 13 Commerce and Trade agencies actively contributes to the Commonwealth's economic strength and high quality of life.

Dr. Richard W. Lindsay, Professor Emeritus of Internal Medicine, University of Virginia. Dr. Lindsay leads the Study Implementation Team's recruitment of Technical Advisors—noted aging experts from around the state.

John W. Martin, President & CEO, Southeastern Institute of Research. Mr. Martin is leading SIR's work on this initiative. This includes facilitating the overall project

and conducting the related research studies. Mr. Martin is a Trustee of the Richmond Memorial Health Foundation.

Michael B. Matthews, CEO of Central Virginia Health Network, Inc. Mr. Matthews is also serving as a Community Advisor for *The Older Dominion Project* (see below) and is a Trustee of the Richmond Memorial Health Foundation.

Linda Nablo, Commissioner, Virginia Department for the Aging. The Virginia Department for the Aging (VDA) works with 25 local Area Agencies on Aging (AAAs) as well as various other public and private organizations to help older Virginians, their families and loved ones find the services and information they need.

Tom Silvestri, President & Publisher, *Richmond Times-Dispatch* (RTD). Mr. Silvestri has agreed to focus media coverage on the study process and outcome through one of RTD's Public Squares. The RTD's participation in this project may be further leveraged through Mr. Silvestri's offer to invite other media partners to the table for additional coverage.

Matt Thornhill, co-founder and President of the SIR Boomer Project. *The Older Dominion Project* will have complete access to the Boomer Project's research database.

Study Partners:

Study Partners are companies and organizations that are keenly interested in how the age wave will impact Virginia. Representatives from these companies and organizations will review and provide input at key project decision points: overall direction of the initiative, topics guide for the research, questionnaire drafts, and initial review of the research findings. Study Partners will help "brainstorm" the optimal long-term approach – 30,000-foot recommendations – to elevate the importance of the aging cause/aging preparedness in Virginia.

Study Partners' institutional names will be associated with *The Older Dominion Project* and the project's final report. Some of the Study Partners' representatives also serve on *The Older Dominion Project's* Study Implementation Team, the core group of individuals listed above who are directing the details of this project.

Companies and organizations who have already agreed to support *The Older Dominion Project as a Study Partner include:*

The Commonwealth of Virginia:

- Office of the Secretary of Commerce and Trade
- Office of the Secretary of Health & Human Resources
- Virginia Department for the Aging

Associations & Non-profits:

- AARP Virginia
- Greater Richmond Chamber
- Richmond Memorial Health Foundation
- Virginia Association of Area Agencies on Aging (V4A)
- Virginia Chamber of Commerce
- Virginia Health Care Association (VHCA)

Corporations:

- Anthem Blue Cross Blue Shield
- Bon Secours Richmond Health System
- Boomer Project
- Dominion Resources
- First Market Bank
- Genworth Financial
- HCA Virginia
- LandAmerica
- Owens & Minor
- Richmond Academy of Medicine
- *Richmond Times-Dispatch*
- Sentara Health System
- Southeastern Institute of Research
- Ukrop's
- Virginia Commonwealth University Health System

Study Technical Advisors:

Study Technical Advisors are individuals who are recognized experts on aging issues. Technical Advisors will provide input and feedback at key project decision points. They will review and comment on the secondary research insights, help finalize and prioritize the survey objectives, review the survey topics guide, review the initial report and findings, and provide input on the recommendations contemplated by the Implementation Team and Study Partners.

Dr. Richard W. Lindsay, Former Head of the Division of Geriatrics, University of Virginia Health Sciences Center, has recruited a team of Study Technical Advisors. Throughout the course of this project, Dr. Lindsay will serve as the liaison between the Study Implementation Team and this group. Technical Advisors include:

- Ed Ansello, Ph.D., Director of Virginia Center on Aging, Virginia Commonwealth University
- Robert Blancato, President, Maltz, Blancato, & Associates
- Peter A. Boling, M.D., Director of Geriatric Services and Interim Chair, Division of Internal Medicine, Virginia Commonwealth University

- Kathleen Fletcher, R.N., M.S.N., C.S.-B.C., G.N.P., Director of Senior Services and Assistant Professor of Nursing, University of Virginia Health Sciences Center, University of Virginia
- Marissa Galicia-Castillo, M.D., Assistant Professor of Internal Medicine and Interim Director for the Glennan Center for Gerontology, Eastern Virginia Medical College
- Gina Kavanaugh, R.N., Director of Clinical Research, The Center for Excellence in Aging and Geriatric Health, Williamsburg, Virginia
- Paula Kupstas, Ph.D., Project Director, Virginia Center on Aging, Virginia Commonwealth University
- Richard Lindsay, M.D., Former Head of the Division of Geriatrics, University of Virginia Health Sciences Center, University of Virginia
- Marilyn Pace Maxwell, MSW, Executive Director, Mountain Empire Older Citizens, Inc. (MEOC)
- James Olds, Ph.D., Director of Krasnow Institute for Advanced Study, George Mason University
- Karen A. Roberto, Ph.D., Professor & Director, Center for Gerontology, Virginia Polytechnic Institute and State University
- Louis Rossiter, Ph.D., Director of Research for the Center for Excellence in Aging and Geriatric Health, Director of the Schroeder Center for Healthcare Policy, College of William and Mary
- Gordon Walker, Chief Executive Officer, Jefferson Area Board for Aging

Community Advisors:

Many agencies, organizations, and associations make up our community. Ultimately, many of these groups should be informed about *The Older Dominion Project*. To this end, *The Older Dominion Project* planning will involve Community Advisors - well-connected individuals who have a broad perspective regarding key community groups.

Several people have been invited to advise *The Older Dominion Project* in this capacity - to think about future ideas for meaningful “community involvement.”

The individuals serving in this capacity include:

- Sherrie Brach, Chief Executive Officer, United Way of Greater Richmond and Petersburg
- Sheryl L. Garland, Vice President Community Outreach, Department of Community Outreach, Virginia Commonwealth University Health System
- Michael B. Matthews, Chief Executive Officer, Central Virginia Health Network, Inc.
- Darcy Oman, President & Chief Executive Officer, The Community Foundation Serving Richmond & Central Virginia

STUDY PARTNERS', TECHNICAL ADVISORS', AND COMMUNITY ADVISORS' EXPECTED LEVEL OF COMMITMENT:

There is no expectation of financial support from any of the aforementioned groups for Phases I-IV. What is required is simply time - time to review the research findings and participate in related discussion on our collective future. There will be, however, an expectation of meaningful involvement/contribution *if* a rollout plan – Phase V (see above Project Phases) - is formulated by Study Partners and Advisors in Phase IV. This long-term involvement could take on many forms.

How will this work? In Phase IV, Study Partners review the research findings and formulate appropriate recommendations/next steps. There is no preconceived format or expectation for Phase V. It will be based entirely on the findings and the consensus reached among Study Partners and Advisors. Part of process will involve discussions around long-term Phase V involvement/contribution levels – *who should be involved and how can they help*. The answer may come in the form of in-kind services. For example, it may be decided that the project findings/recommendations should be formally packaged and shared with elected officials and media contacts across Virginia. One Study Partner may offer their in-house print services; another may offer their political relations team; while a third partner offers their media relations staff. Again, this is an example.

Serving as a Study Partner, Study Technical Advisor, or Community Advisor means participating in the following tasks under each Phase:

1. Phase I - Recruiting: No responsibility.
2. Phase II - Kickoff Meeting: Have a representative attend the December 10, 2007 *Older Dominion Project* kickoff meeting at Owens & Minor to:
 - a. Review and comment on similar age wave preparedness studies conducted around the country.
 - b. Provide input on *The Older Dominion Project's* primary research study's objectives and approach.
3. Phase III - Primary Research: Review and comment on the survey topics guides and survey questionnaires prior to fieldwork launch.
4. Phase IV - Research Review & Brainstorming Meeting: Have a representative attend the March 27, 2008 *Older Dominion Project* meeting at the Richmond Times-Dispatch to review the research findings and work with other Study Partners and Study Technical Advisors to help formulate broad recommendations on what it will take for the Commonwealth to successfully prepare for the age wave. Formulate recommendations and next steps.

5. Phase V - Actions TBD: Responsibility based on outcome of Phase IV and Study Partners/Technical Advisors' interest in remaining engaged. For example, if agreed by all parties, help craft and share a formal report with the Commonwealth's business, government, philanthropic, and political leaders.

Again, initial project funding (Phases I-IV) has been provided by the Richmond Memorial Health Foundation. There is no financial expectation of Study Partners, Technical Advisors, and Community Advisors. However, some of the initial Study Partners are contributing. The Greater Richmond Chamber is designing *The Older Dominion Project's* overall graphic identity (logo, letterhead). Owens & Minor and the Richmond Times-Dispatch are providing conference meeting space and related food service support for the December 10, 2007 and March 27, 2008 events.

Also, there is no set attendance or time commitment required for the tasks outlined. Study Partners and Study Technical Advisors will review materials and provide feedback by email and/or telephone conference as they can. The one critical meeting, however, is the March 27, 2008 session at Richmond Times Dispatch where we will review the research findings, discuss implications, and brainstorm recommendations.

Any Study Partner or Study Technical Advisor who does not fully support the conclusions of the study and consensus-driven recommendations that come from this process may elect to pull out of *The Older Dominion Project* at any time.

For those Study Partners, Technical Advisors, and Community Advisors who do elect to move on to Phase V and beyond, the expectation is that their names will continue to be associated with *The Older Dominion Project* and that they will work together to find meaningful ways to advance this cause.

SUMMARY: PROJECT OUTPUT & IMMEDIATE NEXT STEPS

The Older Dominion Project is the first step in crafting a holistic long-term strategic plan to prepare for the day when one out of five people in the Commonwealth will be older than the traditional retirement age – over 1.4 million people.

The Older Dominion Project stakeholder recruitment process is well underway, lining up appropriate stakeholders. The secondary research – assessing similar age wave planning initiatives around the country – has been conducted. This national perspective confirmed that while other cities and states have started planning for the age wave, few have involved all of their stakeholder groups - *business, government, and non-profit communities.*

The next step for *The Older Dominion Project* is to formally bring together Virginia's stakeholders to help direct the project's primary research. Based on everyone's input, a statistically representative sample of business leaders and residents across the

Commonwealth will be surveyed to assess their attitudes, perceptions, and priorities regarding our aging workforce and aging population. All of this input will help stakeholders formulate a set of broad strategic recommendations. These recommendations, in turn, will help focus attention on the age wave preparedness cause, as well as hasten needed and appropriate actions to help the Old Dominion successfully ride the age wave.

ADDITIONAL INFORMATION / STUDY CONTACTS:

For additional information on this project, please contact any of the following individuals:

Jeffrey S. Cribbs, Sr., Executive Director, Richmond Memorial Health Foundation, at 804.282.6282.

Dr. Richard W. Lindsay, Former Head of the Division of Geriatrics, University of Virginia Health Sciences Center, University of Virginia, at 434.293.9796.

John W. Martin, President & CEO of the Southeastern Institute of Research, at 804.358.8981.