

ATTACHMENT 1

A G E N D A Wider Horizons Board of Directors Monday, July 8, 2024		10:30 am – 1:00 pm Zoom: https://tinyurl.com/563mjx53	
AGENDA		Facilitator: Nancy Hooyman	
Time	Item	Presenter	Outcome
10:30	President's Report	Nancy Hooyman	Grounding & inspiration
10:35	2024 Board Meeting Calendar in lieu of Executive Director's Oral Report (Att. 2)		
10:45	Consent Agenda [need motion to accept all of these without discussion]: <ul style="list-style-type: none"> • Agenda (Att. 1) • Minutes of June 2024 Board Meeting (Att. 3) • Executive Director's Report (Att. 4) 	Mailed in advance	A member may request an item be moved from the consent agenda. That item may then be considered at once or at the end of the meeting, at the President's discretion.
10:50	Governance Committee Report (Att. 5)	Susan Adler	Board members discuss the slate of officers.
11:10	Discuss health advocacy/health support recommendations (Atts. 6a & 6b)	Denise Lishner	Accept recommendations.
11:40	Digital Infrastructure Task Force Report/Recommendations (Att. 7)	Valerie Costa	Accept recommendations.
11:55	B R E A K		We have the strength to go on.
12:05	150 Plan exercise (Att. 8)	Jeanne Marie Thomas	Participation in introduction to 150 Plan process
12:25	Review revised 2024-2026 goals and activities, including ED activities in re 2026 evaluation (Att. 9)	Denise Klein	Adopt revised goals.
12:55	New Business	Nancy Hooyman	

Invited: Susan Adler, Valerie Costa, Joe Garcia, Nancy Hooyman, Denise Lishner, Barbara Oswald, Nancy Robb, John Rochford, Jeanne Marie Thomas, Denise Klein, **Staff**

Debbie Ward will be out of town.

Next Meeting: September 9, 10:30 am, Zoom

[Basic Board Responsibilities in blue font]

June 10 Board Agenda

1. ED Evaluation
2. Review retreat outcomes; propose new goals if needed; suggest activities
3. Discuss strategies & tactics for attracting younger members (priority)

July 8 Board Agenda

1. Review revised goals and discuss ED's evaluation response and proposed goals
2. Adopt digital Infrastructure Task Force Recommendations
3. Review health advocacy recommendations (priority)
4. 150 Plan (priority)

No August Board Meeting

September 9 Board Agenda

1. Review 2nd quarter financials
2. Governance Committee Report (including Board officer nominations)
3. Input to ED & Finance Committee re 2024 Budget
4. 150 Plan (growth discussion) (priority)

October 14 Board Agenda

1. Review 3rd quarter financials
2. Review first draft 2025 Budget
3. 150 Plan (priority)
4. Review recommendations regarding recruiting younger members (priority)

November 11 Board Agenda

1. Adopt 2024 Budget
2. Elect new Board officers
3. 150 Plan (priority)

No December Board Meeting

Attachment 3

D R A F T Minutes
Wider Horizons Board of Directors
Facilitator: Debbie Ward

Monday, June 10, 2024
10:30 am – 1:00 pm
Memory Hub

President’s Report, Nancy Hooyman

Nancy devoted her report to recognizing Audrey who is moving to Oregon and will no longer be on the Board (though she will remain a Village member). There will be a party in celebration of all that Audrey has contributed. Nancy expressed her surprise and sadness about Audrey’s departure but is happy that Audrey will be living right by her family. Words used by Nancy to describe Audrey are: inspirational, joyful, enthusiastic, caring, welcoming, committed to the organization, a force of nature, inclusive, multidimensional, tenacious and...stubborn!

Nancy said that our hard work as Board members had paid off: this year we are focused on growth, diversity, health advocacy, and better understanding of our finances, with much exciting work to do.

Executive Director’s Report: Programs

Denise K. chose to focus her remarks on our volunteers, since this was an area of interest for both Board members and members. Before we opened in 2015, Denise spoke with the director of NEST who had recruited many volunteers who did not have enough to do since there were not enough members. She did the opposite and that is one of the reasons that most of our volunteers are our members themselves.

Denise uses Volunteer Match.com as a great source for non-member volunteers, and we have had much success in the area of tech and finding younger people to move things. We recruited some health advocates in the past, but this turned out to be more problematic for a variety of reasons.

The most frequent request is for drivers. We have very rarely failed to fill a request, though it is more difficult if the request is made at the last minute. People need to know more about what they can get as many are reluctant to ask for help. Ann Lawrence has talked about the magic of teams of volunteers, such of how Village helped Naomi Shiff (who says “use me as a case study”) over time.

Denise no longer needs a Program Assistant since Gray Wilson has stepped in to help with the newsletter and the digital infrastructure process along with taking care of databases, dues and onboarding new members.

Consent Agenda

The consent agenda was adopted unanimously after everyone agreed to Jeanne Marie’s proposal that we begin with the discussion of strategies to attract younger people before the discussion of goals.

Strategies and Tactics for Attracting Younger Members (ages 60 to 75)

We should let members know that this is a priority. Most of the younger members and volunteers we have attracted came from our personal contacts. Val was unable to attend the meeting but sent her thoughtful ideas for appealing to younger members. Suggestions made by Board members included: hikes with seniors, personal networks, emphasizing neighbor helping neighbor, holding visible events such as picnics in the park and writing post cards to voters. We should have a *Wider Horizons* sign at such public events.

How do we reduce barriers to joining at a younger age? Younger people often say they are not ready to join or they're not old enough. Suggestions included creating incentives, using effective language, explaining that we are an age diverse organization, thinking about intergenerational housing options, making positive matches across the generations, stressing the advantages of community at any time in our lives, speaking to people who are recently widowed or just moved to Seattle, offering activities that appeal to younger people and having events such as volleyball, games, or storytelling; newsletter articles focused on younger members; attending neighborhood emergency relief meetings; offering life planning to middle aged adults with older parents; publicizing ourselves more broadly; explaining that we are a community of people who are committed to each other; and starting a Task Force focused on recruiting younger members—which Barbara offered to lead. We will emphasize activities and volunteer options rather than services when we talk to potential younger members. The two Denise's will work together to organize the ideas from the brainstorm.

Review Retreat Outcomes: 2024-26 Goals

Denise K. asked the group if anyone had additional goals to suggest. The goals are considered to be sufficient. There was consensus that the document needed editing, which Denise K. offered to do, to make it more appealing to younger members. It was also suggested that we allude to the 150 Plan process under Goal #2. Joe added that in addition to helping people live well in the community with support and engagement, we should also help members heal from losses, which are inevitable for all of us. Denise L. added that while we are paying more attention to attracting younger members, we should not lose sight of the fact that we are primarily an aging community with changing needs.

Executive Director Evaluation

After presenting Denise with 10 fresh daisies from her garden, Barbara asked for Board member responses to the report and summary.

Recommendations and comments from the evaluation were that the ED's time be freed up to focus on the big picture and visioning; that Denise has made some improvement in delegating; that she is interested in having a less formal evaluation; that there be more dialogue between the Board Chair and the ED to allow for more regular feedback and improvement, and that Denise solicit Board and member input. Nancy said that an informal evaluation may be appropriate for Denise K. but would not be appropriate for a new ED.

Denise was asked for her response. She disagreed with two of the recommendations:

1. Her job is not primarily visioning and the bigger picture. Were her time to be freed up, she would focus it primarily on enhancing services and programs for members. It is her opinion that the Board should lead on visioning and the big picture and she is happy to help with that. Overall, handling administrative details creates for her the sense of being able to understand the organization from the ground up and maintains quality at all levels of endeavor. She concluded that how much time she chooses to spend on administrative versus other activities should be left to her.
2. There is a long-standing misunderstanding that Denise does not delegate. In fact, she is thrilled with the kinds of activities started and facilitated by members with little or no her help from her and considers this the highest expression of success in building community. She has actively sought out help with administrative details; however, there are very few members who enjoy doing that type of thing on an ongoing basis. Fortunately, Gray Wilson does.

In response to a question, Denise replied that Board members could help most by spending more time with members and enhancing their experience of the village.

In terms of what kind of evaluation should be done of her performance going forward, she believes it should be based on how well she accomplishes objectives related to the goals. She also asked that Board members give her feedback immediately if they think she is “losing it.”

This led to a discussion on how we are going to find and bring along a replacement for Denise. Susan replied that as Chair of the Governance Committee, she will put forth some steps, including integrating the respective roles as Board members versus the ED into the goals we set. Denise thinks that we should hire someone who can work with her for an extended period. As part of the 150 Plan process, she will hold two focus groups of members this summer and ask them questions about what we should look for in a replacement who will continue what we value about the village. If that is productive, more focus groups in the fall will consider that topic. Joe said it may not be easy to keep the same culture alive. Denise K. said it will be important to keep our processes “unbureaucratic,” so we don’t want to find a bureaucrat-in-chief to replace her.

Barbara asked for a motion that we accept the evaluation report. Discussion ensued and a motion was passed unanimously that the Board accepts the report, thanks the Task Force, and will look at future approaches to evaluation. Denise K. requested that the Minutes reflect her view that the recommendations should have been run by her to comment upon, which might have resulted in slightly different conclusions.

New Business

Jeanne Marie will chair a Task Force focused on growth and size (150). She expects it will involve numerous phases over several months and Board members. She will figure out how teams will be composed.

Member Input

Val will be in NY over the summer to do some volunteer work in Brooklyn but will participate via zoom in the next two meetings.

Barbara suggested that we extend ourselves by once a week calling someone in the Village who we don't know.

Denise L reported on a very successful salon at the Zerbe house where about 20 members discussed Rachel Maddow's book *Prequel*.

Debbie said that our Scrabble group keeps expanding, which Denise L. was pleased to hear.

Nancy H. adjourned the meeting approximately 1:10 pm.

Attended: Susan Adler, Joe Garcia, Audrey Hansen, Nancy Hooyman, Denise Lishner, Barbara Oswald, John Rochford, Jeanne Marie Thomas, Debbie Ward

Facilitator: Debbie Ward; **Staff:** Denise Klein

Next Meeting: Monday, July 8, 10:30-1, Zoom

Goal 1. For ourselves as members: Support our members to age successfully and safely with as much independence, choice, and sense of well-being as possible.

- a. The Health Advocacy discussion group, convened by me and led by **Denise Lishner**, had its third and final meeting and approved forwarding to the Board a document containing findings and recommendations (herein attached as 6a).
- b. **Naomi Shiff's** care team was reactivated after Naomi chose to go on Hospice. The team is coordinating with both Kaiser Hospice and the Husky home care agency that provides Naomi with 24/7 caregivers. Naomi continues to encourage me to use her experience with *Wider Horizons* to educate our members about what is possible for the organization to provide.
- c. *Somesuch Players* met at my home in June for the first in-person play reading in several years. We read the first play in the *Norman Conquest* trilogy at the suggestion of **Carla McLean**. At the suggestion of **Phil Gerson**, we will read Oscar Wilde's *A Woman of No Importance* in July. *Somesuch* leader **Victoria Bestock** is vetting plays and related activities for August – October.
- d. Several Podworthy and other activity notes:
 - 🚩 **Liz Ohlson** stepped down as the convener of Pod 6.
 - 🚩 **Patti Gorman** stepped up to host a picnic for Pod 7 in early July.
 - 🚩 New member **Susan Fox** is hosting a potluck dinner for her Montlake/Capitol Hill neighbors in late July.
 - 🚩 A team consisting of **Patti Gorman, Debbie Ward, Ann Lawrence**, and myself, is exploring venues for an all-member fall picnic.
 - 🚩 **Susan Jamison** and **Connie Glinsmann** are organizing the 2nd Member Art Show, to be held on Thursday, October 24 at the Russian Community Center.

Goal 2. For our organization: Ensure that our organization remains strong and sustainable in terms of finances and member engagement, satisfaction, and growth.

- a. We are at 134 members (one trial member joined and one member did not renew).
- b. **Gray Wilson** has taken over the process of sending invoices to members when it is time to renew. She is doing an excellent job of this while also building out a more comprehensive database.
- c. The *150 Plan* process, led by **Jeanne Marie Thomas**, is in the design phase with an opening discussion on the agenda (see Attachment 8) for this July meeting.
- d. Preliminary recommendations for improving our digital infrastructure are also on this month's agenda. See Attachment 7.

- e. Several substantial donations have been recently pledged. These are not restricted donations but were elicited as part of our sustainability strategy and will allow us to hire an Associate Director sooner rather than later, assuming there is agreement with me that this should occur and that this plan is consistent with the *150 Plan* process recommendations.
- f. The newly-formed Governance Committee, chaired by **Susan Adler**, will report at this July meeting on a slate of officers and one new Board member/prospect. See Attachment 5.
- g. Proposed new Goals and Activities are also on the agency for this July meeting (see Attachment 9). For the first time, selected activities are designated as the primary responsibility of the ED and this will form the basis for the 2026 ED evaluation.
- h. Our newsletter was published at the end of May. Thanks to an active Editorial Board, there were many fine articles and a whole bunch of photos!

Goal 3. For the larger community: Create a legacy of community engagement and societal improvement through support of the activities of members and others who share our mission and values.

- a. I shared our *Newsletter* with all the other villages in the world. It is one of the only ones that is not done using a “canned” template. I may be biased, but I think it is much more lively....

Attachment 5: Brief Preliminary Report from the Governance Committee

The Committee proposes the following slate of officers who will be elected at the November Board meeting. They have all agreed to serve a one-year term beginning January 1, 2025:

Jeanne Marie Thomas, President
Valerie Costa, Vice President
Joe Garcia, Treasurer
Denise Lishner, Secretary

In addition, Ellen Taussig has consented to join the Board of Directors as a member/Director effective January 1, 2025.

Susan Adler, Chair
Governance Committee

There will be fuller report in September regarding revisions to the Charter, leadership cultivation, and Board and ED evaluation, among other topics.

Health Advocacy and Health Support: Findings and Recommendations

In response to the desire of the *Wider Horizons* Board of Directors and others to extend our health advocacy program, a small group of experienced health advocates (led by Denise Lishner, Board Liaison and Denise Klein, Executive Director) met three times between March and June of 2024 to consider how to build a more robust *Wider Horizons* program. Below are the findings and recommendations that group wishes to bring forward.

Findings - Health Advocacy

1. A survey about health advocacy was sent to all members. Ninety-one (91) responded (a very high response rate). We found that members were very interested in this topic and, while more than 90% had some help available from family and friends,
 - a. 76 (84%) would like to have someone be an advocate for them, now¹ or in the future (or would like more information about health advocacy).²
 - b. 46 (51%) would like to serve as an advocate for other members now³ or would like more information about what that entails.⁴
 - c. 7 reported they were already serving as an advocate for another member.
2. We agreed on a list of tasks that can be done under the auspices of a health advocate (see attachment, *Wider Horizons Toolbox*). We made the important distinction of health advocacy versus health support.
3. We have both members and volunteers who are serving or who would serve as a health advocate for members of the Village, even for members with complex medical needs.

¹ 11 people

² 65 people

³ 15 people

⁴ 31 people

4. Some of our members who are highly knowledgeable and/or highly skilled have reservations about serving the full range of health advocacy functions for other members who have complex medical needs. For ongoing advocacy, a team approach works best for members with complex needs, and may include family members.
5. Members with complex medical needs are not always able to involve a health advocate easily (for example, when scheduling appointments).
6. Not all members who are most interested in having an advocate are ready to involve another member in their medical-care-seeking activities because of denial, privacy concerns, or other reasons.
7. Members who most need “advocacy” are sometimes least able to get comprehensive health advocacy; those who least need “advocacy” at the moment, may have a larger pool of people from whom to receive assistance.
8. Reluctance to serve as a full-fledged advocate is multi-faceted and may include not wanting to disrupt a friendship with another role; concern about liability; concern about availability to attend frequent appointments; the time consuming nature of navigating the health care system, and more.
9. We have members with considerable expertise who are already giving advice and direct support to other members, without actually being a formal health advocate for that member.
10. When a member does not have a formal health advocate, and wants to have one, we try to pair them with someone with matched skills. Otherwise, we can break down what is needed into components that can be done by more than one person. For high need members, if they are willing to request assistance several weeks before they have an important appointment, we will continue to identify who can help them with a particular component on a case-by-case basis.

Findings - Health Support

The group noted that in addition to our formal health advocacy efforts, there is great interest in the broader topic: “how can we best support members who have a variety of needs that impinge upon their health and well-being?”

We are currently able to offer to members a wide variety of help that supports their health and medical care seeking, such as giving them rides to PT appointments. We have successfully composed several teams of people wherein health advocacy is one of the offerings, along with many other forms of assistance, such as making their living situation safer. We would like to make more use of members’ expertise and their presumed willingness to serve on a support team.

We also need to address the general reluctance of members to seek help when they need it by promoting the concept of interdependence in newsletter articles and other ways. We would like to create a give and take culture where there is no shame in asking for and accepting help and one can in turn help others.

The following summary recommendations speak both to how to strengthen our current health advocacy efforts and how to identify and extend members’ skills and interests in helping each other with health-related functions:

Recommendations - Health Advocacy

1. We will offer members help in finding an advocate or a DPOA for health care or a team of several people, including family members or friends, who can provide those functions.
2. We will hold information sessions (Zoom or otherwise) with those members who want to know more about what formal health advocacy could mean for them—either as a provider or as a recipient. At these sessions (and in other ways) we will provide information about all our assistance that can support health in the broadest sense.
3. We will refer members to our social worker whenever appropriate, for example to help members bring their important health/medical paperwork up to date.

4. While retaining a focus on health advocacy functions, we will also recognize that our health support efforts, which encompass many types of health and wellness activities, can be strengthened.

Recommendations - Health Support

1. We will interview all members (using as interviewers those members who have shown an interest in this topic) to identify what skills and knowledge about health and medicine, or about other ways of supporting health, they would be willing to share with another member, and create a searchable database that could be useful to staff or to other members.
2. The information obtained from these interviews will allow us to create a roster of members who currently want health support, as well as an up-to-date database of members who can provide health support.
3. Then we will also focus on building temporary or permanent teams of members who can support other members who are homebound or recovering from a serious illness or surgery. There is “magic” in teams, as we have learned. The members of a team support each other, consult with each other, and are less likely to experience compassion fatigue or burnout than are people acting as individuals.

Summary

The need and desire for health advocacy and health support is clearly validated by the survey. A major education effort for members to avail themselves of these services and supports is indicated as well as a recruitment effort to engage and train members to provide these services under the direction of the Executive Director. This is an exciting opportunity for the Village to offer a tremendous value-added service to our members. Board support for this effort will be essential.

Health Advocacy (HA)¹

Examples:

1. An advocate should have at least a basic understanding of health care delivery & how to navigate the health system.
2. An advocate can work as a team member with other advocates (including WH ED), while encouraging/facilitating the involvement of a member's family and others.²
3. The advocate and member need to negotiate the advocate's role, which may include:
 - a. helping a member prepare for a medical visit;
 - b. accompanying a member to the visit;
 - c. translating a member's needs to the provider or translating provider explanations & conclusions, including treatment options, to a member;
 - d. documenting important things the provider says;
 - e. keeping track of paperwork;
 - f. asking appropriate questions of the provider the member may feel uncomfortable asking;³
 - g. debriefing after a visit with member;
 - h. helping to plan visit follow-up;
 - i. planning for assistance after a hospital stay;
 - j. encouraging the member to seek professional help if appropriate.

Housing Options/Life Planning

Examples:

1. publication, *Housing Options*
2. discussion/referral to housing options
3. visits to housing options
4. home safety
5. accessory dwelling unit
6. renters/home sharers
7. finances
8. communication with relatives
9. wills & powers of attorney
10. Life Plan Class
11. social work services

In-Home Support⁴

Examples:

1. discussion of options
2. publications on home care and completing important papers
3. help hiring care in the home
4. referrals to volunteers and vetted vendors⁵
5. friendly visits
6. help with meals and light chores
7. transportation to social or other activities
8. social work services
9. connection to other members who have expertise or want to help

¹ There are different approaches and definitions; this is the one we have used. Health advocacy should be in place for all members, but especially for members who are frail, have multiple chronic conditions, or are contemplating surgery or major treatment.

² We recommend a team of 3 advocates which includes the WH Executive Director as an advisor/coordinator.

³ The HA should never ask a question the member does not want to have asked.

⁴ Available to any member, especially to those who are frail, socially-isolated, or temporarily or permanently homebound; may involve working on teams with other members or professional caregivers.

⁵ Including care/case management; housing placement professionals

Preliminary Recommendations from the Digital Infrastructure Task Force

Valerie Costa, Chair

Preliminary recommendations by the Digital Infrastructure Task Force include a new public website hosted by Squarespace with an easier-to-use member-only portion powered by Memberspace. Airtable will be our vendor to host a separate database for managing all member data for administrative purposes like member onboarding and fundraising.

The cost of all of this should be less than we are currently spending and we did not need to use the \$2,500 allocated in the budget for consulting. Most of the heavy lifting in evaluating options was done by Val, with Denise and Gray focused primarily on the member database build-out. Sue Lerner's experience has been invaluable.

The Airtable approach is still being evaluated but promises to save us much time and trouble compared to managing a plethora of separate databases as we have been doing for the past 9 years.

During the next several months, we will build out the new website (demo in September at the Board meeting) and the member database, dealing with challenges and glitches as they arise (before we abandon our current website hosted by GoDaddy).

The new public website content will also be reviewed and edited for content, pizzazz, and relevance. Those interested in participating in that process should contact Denise Klein.

§ qw'ecp)tgc m{ 'hpqy 'y j gtg" {qw}tg"i q lpi "wpvkl{qw'hpqy 'y j gtg" {qw} cxg"dggp\$O c {c "Cpi gmqw

Characteristic	How it was created	How important is it?	Will this characteristic be impacted positively or negatively if we grow larger than 150?
Satisfied members	Member needs and preferences are addressed. Members genuinely care for each other.		
Consistent growth in membership; high renewal rate	Several effective recruiters Satisfied members Organic approach		
Increasing donations by members	Strong relationships Satisfied members High degree of member engagement		
Cordial, productive Board	Roles and Responsibilities Norms Strong leadership		
ED with high personal satisfaction in her work	Came along with the creation & development of the organization.		
In-depth knowledge of our village culture is shared by many members.	Regular meetings with Members Secret sauce Executive Director knows every member.		

WIDER HORIZONS GOALS FOR 2024-2026

building a community of people who care about each other

Goal 1. Build Community

- A. Provide a broad spectrum of shared social, cultural, and intellectual activities, expanding them to meet member demand.
- B. Rely on members to be our first line of volunteers, recruiting specialized non-member volunteers when needed.
 - ✚ *Identify members with health support skills in order to facilitate their connection with members who could benefit from those skills.*
- C. Provide resources as appropriate to encourage our members to engage in activities with societal benefits.

Goal 2. Receive Support From Each Other

- A. Provide a broad spectrum of support services to individuals and groups based upon member need and demand.
 - ✚ *Identify members with health support skills in order to facilitate their connection with members who could benefit from those skills.*
 - ✚ *Build teams of members to address complex needs when they arise.*
- B. Increase member awareness of what we offer.
 - ✚ *Increase member knowledge/information about health advocacy.*
 - ✚ *Encourage members to find health advocates.*
- C. Encourage members to ask for services and benefits that would improve their lives.

WIDER HORIZONS GOALS FOR 2024-2026

building a community of people who care about each other

Goal 3. Strengthen and Sustain our Organization

- A. Encourage diversification by age, race, gender identity, sexual orientation, income.
- ✚ *Encourage volunteers to join as members, offering a discounted member rate.*
 - ✚ *Offer trial memberships liberally.*
- B. Effectively integrate new members.
- ✚ *Support Board members to reach out to new members and to offer hospitality to members who are facing challenges.*
- C. Foster opportunities for engagement of members via committees and task forces.
- D. Maintain a strong financial and digital foundation.
- ✚ *Implement the new digital platform*
 - ✚ *Maintain at least 3 months of operating expense reserve.*
 - ✚ *Explore and select a fund manager for resources not currently needed to support operations.*
- E. Publicize our events, successes, and outcomes to increase visibility.
- F. *Ensure the sustainability of the organization.*
- Determine whether to grow and the timing of growth.
 - Affirm the appropriate village size.
 - Determine/develop a model, including financial resources, that will support growth if growth is desired.
- ✚ *Raise funds sufficient to support a full-time Associate Director (salary & benefits).*
- G. *Identify candidates for the position of Associate Director who could replace our founding ED at the appropriate time.*