



2017 Strategic Plan

TABLE OF CONTENTS

1. Executive Summary_____	3
2. Mission & Vision_____	5
3. History & Impact_____	5
4. Need & Market Analysis_____	8
5. Future Strategies & Programs_____	10
6. Capacity Investments_____	14
7. Conclusion_____	16
8. Appendix A: Summary Financials_____	17

EXECUTIVE SUMMARY

TimeSlips brings meaning and purpose to late life by inspiring a dynamic of respect and wonder between older people and those who care for them. We provide inspiring tools and resources to spark creative engagement regardless of physical or cognitive disabilities. We work toward a moment when *creative engagement is simply standard practice in our care relationships*.

In 1995, Anne Basting received her PhD in Theatre Arts and Dance. Her dissertation lauded the positive impact of the senior theater movement specifically noting that “taking on a new role” radically changed the experience of aging. But one thing haunted Basting, she wondered how the benefits that healthy seniors got could be transferred to older Americans struggling with dementia. In 1996, she volunteered in a nursing home finding that fighting to retrieve memories frustrated the participants and did not change how those caring for the elders viewed them.

Then Basting decided to “*forget memory.*” She simply held up a picture of the Marlboro man and asked the participants to build a story about the picture. An awe-inspiring story emerged and it became clear that encouraging imagination, with all its verbal and social benefits, had a profound impact. Everyone saw beyond the roles of caregiver and cared for to recognize the person in each other. TimeSlips was officially born. Basting has received numerous awards and recognition for her work and most recently was named a MacArthur Foundation ‘Genius’ Fellow.

From the beginning, TimeSlips has been committed to research and *evidence-based practice*. Numerous studies have been conducted over the years and have shown a variety of positive impacts including improved quality of life/well-being for elders; increased positive behaviors among elders with dementia; improved relationships between staff and people with dementia; increased sense of community among family members who visit loved ones in the nursing home; and increased awareness of dementia and improved attitudes toward people with dementia among the larger community.

Today, TimeSlips offers a set of program and resources and reaches approximately **25,000 elders annually** through 250 active certified TimeSlips facilitators in 43 states and 13 countries. All of this is being accomplished with five part-time staff and a \$300,000 annual operating budget.

With over 46 million elders in America today and 12% of them facing some form of memory loss, TimeSlips must do more. At the same time, there is a steady movement towards *person-centered care* within health and elder care that creates opportunities for TimeSlips. In fact, professionals providing services to individuals with memory loss in a skilled nursing settings are now measured by regulatory agencies on the individualization of care plans and the implementation of therapeutic activities that reflect person-centered care. TimeSlips can fill this need.

In response, TimeSlips tested how to holistically bring creative engagement to care communities. Building off its proven individual training model and support resources, the organization designed a program and training model that embeds creative engagement across the care community and views every person and the entire environment as creative assets to be activated for the betterment of elders, those caring for them and their families.

TimeSlips' next phase of growth will expand the number of elders we reach strategically so that our growth supports systemic change towards person-centered care. Building **creative communities of care** (CCC) will become our primary focus and all individuals who touch the lives of an elder will be engaged and inspired to be advocates for this change.

The CCC model identifies a lead facilitator for each site and a TimeSlips master trainer works with the organization to embed the core principles of creative engagement into their organization. Lead facilitators are then implement and sustain the program including engaging families, visiting artists, and the community through volunteerism or service learning. Through the TimeSlips web platform and other regular CCC community support resources, elders, staff, families and volunteers access ongoing creative engagement resources and inspiration to sustain their practice and deepen the impact on the well-being of the elders and the overall care community.

Through the CCC model, TimeSlips can more efficiently and effectively impact the lives of elders and those who care for them and love them. The model is designed to support bold goals and objectives for the next phase of TimeSlips growth including:

- ***Serving 100,000 elders annually;***
- ***Creating and supporting of 500 creative communities of care;***
- ***Activating all stakeholders to be advocates for creative engagement as a standard practice within elder care.***

Over the coming two years, a series of **capacity investments** will be needed for TimeSlips to scale our services and create momentum for systemic change through the expansion of creative communities of care. TimeSlips must transition from its part-time staffing model and upgrade key positions to full time status; invest significantly in its web platform to support CCC sites and advocates; continue and improve its commitment to data collection for research and evaluation; and make direct investments to support growth and stakeholder engagement. In the short term, TimeSlips partnership and resource mobilization activities will focus on these critical investments with a goal to raise capacity funds of \$1M to \$1.5M.

As an evidence-based intervention aligned to the cultural and regulatory movements toward person-centered care, now is the moment for TimeSlips to focus on establishing creative communities of care. We hope you will join us on this journey to change the lives of the elders we care for today and to make sure we all age with the power of creative engagement in our lives.

MISSION & VISION

TimeSlips brings meaning and purpose to late life by inspiring a dynamic of respect and wonder between older people and those who care for them. We provide inspiring tools and resources to spark creative engagement regardless of physical or cognitive disabilities. We work toward a moment when creative engagement is simply standard practice in our care relationships.

The nature of the TimeSlips mission and the boldness of the vision requires us to operate under a clear and distinct set of values.

Awe-inspiring Creativity – We are committed to providing tools and resources that radically improve the relationships between elders and those caring for them.

Strength-based Focus – Our work concentrates on the endless possibilities of what people can do, not on what age or cognitive function may have taken away.

Dignity – Our work respects and values every individual in each of the relationships and systems we seek to impact.

Supportive Communities – We bring people together so that each member of the communities we work with becomes a vital resource to all other community members.

Evidence-based Practice – We will continually invest in the research, evaluation and data systems necessary to document our impact.

Sustainability – We seek to provide an endless fountain of inspiration for our partners so that creative engagement becomes part of their culture and they demonstrate the value of our work and resources by being an active member of the TimeSlips community.

Every aspect of organizational development, programming and collaboration is derived from these values, resulting in outcomes that offer elders the opportunity to offer beauty and wisdom to those around them and caregivers the ability to engage their work with creativity and inspiration.

HISTORY & IMPACT

In 1995, Anne Basting received her PhD in Theatre Arts and Dance from the University of Minnesota. Her dissertation lauded the impact of the senior theater movement for its positive impact on the lives of older Americans. Specifically, Basting found that “taking on a new role” radically changed the experience of aging for these performers, their families and their audiences.

But the one thing that haunted Basting was what happened when a senior theater participant got sick, especially if dementia or Alzheimer’s disease took hold. She wondered how the benefits that healthy seniors got from these theater exercises could be transferred to older Americans struggling with dementia. In 1996, after moving to Milwaukee, she volunteered in a nursing home and began the process of discovering what worked best with this population. She found that fighting to retrieve memories simply frustrated the participants and did not change how those caring for the elders viewed them.

Then Basting decided to “forget memory.” She simply held up a picture of the Marlboro man torn out of a magazine and asked the participants to build a story about the picture. Forty-five minutes later an awe-inspiring story emerged and it became clear that encouraging imagination, with all its verbal and social benefits, had a profound impact on the seniors and the caregivers as well. Everyone saw beyond the roles of caregiver and cared for to recognize the person in each other. TimeSlips was officially born.

Basting received a National Brookdale Fellowship to test and replicate the TimeSlips model in 1998. The Brookdale Foundation and later Hunter College’s Brookdale Center on Aging, would act as the projects incubators for TimeSlip’s first five years. This period included a play production and art exhibit in Milwaukee and New York City as well as the development of a training manual, DVD, and a training workshop. In 2003, TimeSlips was transferred to the Center on Age & Community at the University of Wisconsin at Milwaukee giving the project even greater credibility and a broader national platform from which to expand.

By 2008, at least 4500 people with dementia had participated in TimeSlips creative storytelling sessions. That year, Basting and a consultant worked on TimeSlips’ first strategic plan. The major result of that plan was a focus on online training and resources and the development of a web-based storytelling software to scale the program more efficiently.

Today, TimeSlips offers a set of programs and resources for a variety of audiences:

<i>Founded 1998 by Anne Basting, PhD</i>	250+ Certified Facilitators & 9000+ Creative Engagement Sessions Worldwide
25,000+ Elders Served Annually	
<i>Basting awarded 2016 MacArthur Foundation 'Genius' Fellow</i>	
Research suggests that TimeSlips: <ul style="list-style-type: none"> • <i>Improves well-being for elders</i> • <i>Improves positive social engagement</i> • <i>Improves relationships between staff and elders</i> • <i>Improves attitudes toward aging among care giving staff</i> • <i>Creates a positive learning experience for student volunteers</i> 	
<i>\$300,000 Annual Budget 5 part-time staff members</i>	

- **Free storytelling software** with over 100 visual prompts that visitors who register can use to create their own stories. The system can facilitate collaboration with other people and users can choose to publish their stories. There are over 3,000 published stories from all over the world that TimeSlips staff use to act as models and inspiration for others.
- An **online training and certification program** for that has primarily served individual professional caregivers through a 5-module progression that included embedded videos to demonstrate TimeSlips in action. To complete certification, individuals must return to the website and complete a self-reflection which is reviewed by a Master Trainer who provides feedback and ultimately decides when certification is granted. Certification unlocks additional resources for those individuals to deepen their practice and encourage others to adopt the method.
- A pilot **organization training model** designed to infuse creative engagement across an organization. The training models a person-centered approach to relationships that can be embedded into daily relationships.
- A pilot **organization training model** designed to infuse creative engagement across an organization. The training models a person-centered approach to relationships that can be embedded into daily relationships; programming; and long-term, community building projects.
- A **printed creativity journal** that anyone can purchase and that provides instructions on how to build relationships by engaging in the art of storytelling.
- A **TimeSlips 'by-phone'** program model is being piloted.
- **Community engagement and communication tools** (Facebook group, newsletters, etc.) to inspire family members, friends, volunteers, care professionals and care communities to continue to use creative engagement to improve the lives of elders.

Through those programs, currently there are approximately 25,000 elders annually reached by TimeSlips; 250 active certified TimeSlips facilitators in 43 states and 13 countries; nearly 9,000 creative engagement sessions are offered each year; and 3,000 family and friends are engaged in our work. All of this is being accomplished with three part-time staff focused on operations, growth, fundraising and partnerships, two part-time program staff and a \$300,000 annual operating budget.

From the beginning, TimeSlips has been committed to research and evidence-based practice. In 2003, the Commonwealth Fund supported a comprehensive, twenty nursing home study. Results published in 2009 (Fritsch et al. 2009) showed that compared to residents in control facilities, elders in facilities using TimeSlips were more engaged and alert and there was more social interaction and engagement as well. Staff who participated in TimeSlips reported more positive views of residents with dementia and devalued residents less than the control group.

Numerous other studies have been conducted over the years (George et al. 2011; Phillips et al. 2010; Bahlke et al. 2012; George and Houser, 2014; Sullivan and Klimberg, 2014) and have shown a

variety of positive impacts from TimeSlips including:

- improved quality of life/well-being for elders;
- increased positive behaviors among elders with dementia;
- improved relationships between staff and people with dementia;
- created positive experiences for volunteers and students;
- increased sense of community among family members who visit loved ones in the nursing home; and,
- increased awareness of dementia and improved attitudes toward people with dementia among the larger community through story and art sharing community activities.

In 2016, Basting was named a MacArthur Foundation Fellow – commonly known as the ‘Genius’ grant. In their announcement, the Foundation said, “Basting’s perspective on aging and the power of stories is changing the perceptions of caregivers, family members, and policy makers around the artistic and creative capabilities of older adults, regardless of cognitive status.”

NEED & MARKET ANALYSIS

The U.S. Department of Health and Human Services Administration on Aging reports that the older population—persons 65 years or older—numbered 46.2 million in 2014). By 2060, there will be about 98 million older persons, more than twice their number in 2014. People 65+ represented 14.5% of the population in the year 2014 but are expected to grow to be 21.7% of the population by 2040. Today, there are 1.4 million elders living in 15,600 nursing homes nationwide.

Social isolation is a significant issue facing the older population and one that will clearly become more prevalent as older people become a larger portion of the population. Various studies have found that social isolation increases the risk of mortality, has negative effects on both physical and mental health, contributes to cognitive decline, contributes to serious illness like depression and increases the likelihood for the need for long-term care. One study found that the impact of social isolation is the health risk equivalent to smoking 15 cigarettes a day. For people facing memory loss, social isolation is a greater problem as they often self-isolate due to the stigma, fear, and frustrations related to cognitive decline.

U.S. Elder Population 46M Today -> 98M in 2060
<i>Social Isolation = 15 cigarettes per day</i>
U.S. Elders with Dementia 5.5M Today -> 16M in 2050
U.S. Dementia Care Costs \$260 billion today -> \$1.1 trillion in 2050
50% U.S. Elders over 85 with dementia
80% U.S. Elders in Care Communities with Dementia
Person-Centered Care <i>Ascending as a standard of care</i>

Today, 5.5 million elders face some degree of dementia or have Alzheimer's and this number is projected to rise to 16 million by 2050. Caring for people with dementia and Alzheimer's costs the U.S. \$259 billion now and this will be over \$1.1 trillion by 2050. Finally, 50% percent of individuals over the age of 85 have some form of memory loss and 80% of all elders living in care communities (11.2M) have some dementia.

TimeSlips is best categorized as belonging to the Arts and Health and Creative Aging fields. In practice, our work touches a wide range of issues and fields such as aging, senior services, the arts, Alzheimer's / dementia care, health care and the movement towards recognizing that a more socially connected, empathetic and compassionate society is a healthier society.

Through this planning process, we have conducted significant research on peer organizations and have had conversations with several field leaders. Our findings included:

- The Arts and Health and Creative Aging fields face some funding barriers.
 - Funders in aging generally do not see the value in the arts and instead channel their resources to programs with proven impact or basic human needs.
 - Funders of research tend to prioritize pharmaceutical interventions or interventions that are less complex than the relational impact of the arts, making it challenging for creative aging organizations to prove significant impact.
 - Philanthropic resources will require a strong impact narrative linked to outcomes such as improved health, decreased social isolation, etc.
 - Several organizations are facing critical moments due to the above challenges.
- Most stable / growth-oriented peers have some combination of the following qualities:
 - Direct service to elders through training models;
 - Strong non-contributions revenue stream(s);
 - The ability to access local funding sources through their operational model or through their positioning/strategy;
 - Full-time staff able to balance the dual challenges of immediate service delivery and setting the organization up for long-term success.

Finally, the steady movement towards person-centered care creates opportunities. Generally, person-centered care is a practice that sees the people using health services as equal partners in planning, developing and monitoring care so that it meets their needs. Person-centered care for people with dementia is founded on an interactive process, in which elders are active participants in their care throughout the various stages of the disease and family and friends play a vital role in fostering the health and well-being of their relative. The key factors in person-centered care are:

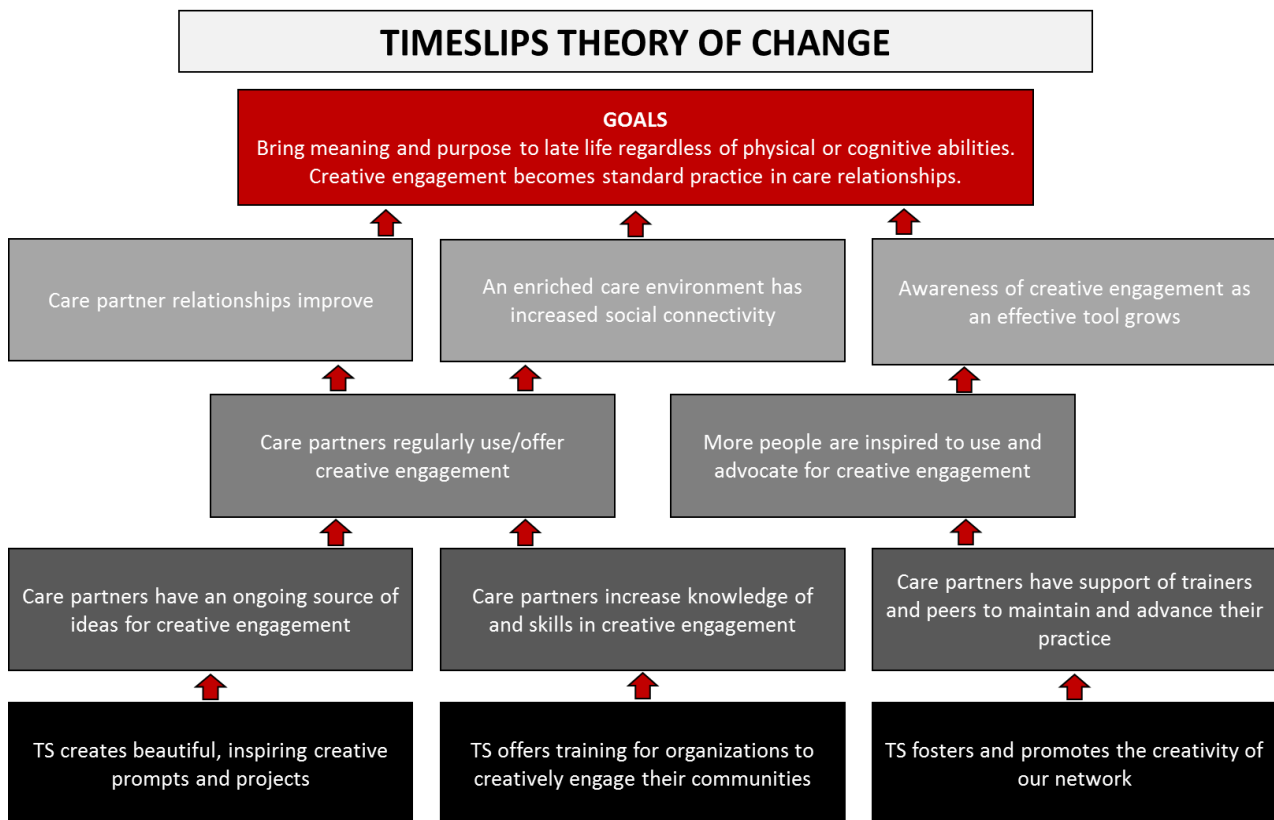
- treating the person with dignity and respect;
- understanding their history, lifestyle, culture and preferences, including their likes, dislikes, hobbies and interests;
- looking at situations from the point of view of the person with dementia;

- providing opportunities for the person to have relationships with other people;
- and ensuring the person tries new things or takes part in activities they enjoy.

Professionals providing services to individuals with dementia and memory loss in a skilled nursing settings are now measured by regulatory agencies on the individualization of care plans and the implementation of therapeutic activities that reflect person-centered care. Going forward, these care-giving organizations will need to find cost-effective ways to successfully engage groups of individuals, while still providing holistic and individualized activity.

FUTURE STRATEGIES & PROGRAMS

TimeSlips' next phase of growth will expand the number of elders we reach strategically so that our growth supports systemic change towards person-centered care. Based on our pilot organizational training model, we will establish our **Creative Communities of Care** program. Building *creative communities of care* will become our primary focus and all individuals who touch the lives of an elder (family, friends, professional caregivers, volunteers, etc.) will be engaged and inspired to be advocates for this change.



Creative Communities of Care

In care settings, the arts are most commonly seen as enjoyable entertainments or distractions. Boredom and isolation are rampant. Families are disengaged. Volunteers are often unsure how to be helpful. Our Creative Community of Care (CCC) approach taps into the full, transformative power of the arts, integrating creativity into everyday relationships, programming, and building community through longer creative projects in which the entire community can participate. As an emotional and symbolic language, the arts can bring us into relationship across our myriad differences, including physical and cognitive disability. Our CCC approach goes beyond arts as entertainment or distraction, to fully tapping its potential as a person-centered way to invite all community members (staff, residents, family, volunteers) into meaningful relationship having impact on the daily care of our elders.

TimeSlips provides both creative engagement training and creative project models for the sites implementing our CCC approach. The CCC training identifies lead facilitators for each organization, and takes them through a series of webinars and online trainings, including:

- Introduction to the CCC approach
- Online creative storytelling training
- Infusing creativity into everyday relationships
- Implementing and sustaining creative programming
- Using creative engagement to build community

A Master Trainer works with the organization to embed the core principles of TimeSlips and creative engagement into their organization. Lead facilitators are then tasked with implementing and sustaining the program including engaging families, visiting artists, and the community through volunteer or student service learning programs. Through the TimeSlips web platform and other regular CCC community support efforts, elders, staff, families and volunteers will be able to access ongoing creative engagement resources and inspiration to sustain their practice and deepen the impact on the well-being of the elders and the overall care community.

Throughout this process, a Master Trainer guides the lead facilitators to see their “facility” as a community, learning to map and nurture the creative assets within it. Does a maintenance worker play an instrument? Does a nurse sing in a choir? Does a family member love gardening? Or a resident recite poetry from memory? We only know when we map our creative assets. The CCC approach also encourages facilitators to look at potential external partnerships -- who they might partner with to transform their “health” facility into a cultural center where meaningful projects and programming create a vibrant atmosphere for residents, staff, families, and volunteers?

As was noted above, the CCC training also provides creative project models for accomplishing this transformation from health facility to cultural health facility. Our Penelope Project, for example,

was a collaboration between a professional theatre company and a continuing care retirement community. Over two years, staff, family, volunteers, and residents joined in creative workshops exploring Homer's Odyssey from the perspective of Penelope, the hero who never left home. It culminated in a professionally produced play, staged site specifically through the care community, engaging anyone who want to play Penelope in a final choral scene. This project is now the subject of a book and documentary. The care community has produced four plays since then and hosted a student artist in residence to live in the community in exchange for arts programming.

The shift in thinking and behavior that our CCC program embeds in each site can significantly:

- expand social networks
- increase a sense of belonging
- increase a sense of purpose for staff, family, and residents
- increase positive social behaviors among residents
- increase volunteerism
- improve resident well-being
- deepen person-centered care practices
- increase family engagement
- improve staff attitudes toward aging and dementia
- improve staff attitudes toward their own capacity for creative engagement

While there are now several organizations that bring artists into care communities, TimeSlips' approach to cultural transformation is unique. We believe in inspiring creativity among community members in a way that can lead to sustainable change in care practices. Our network of facilitators around the world supplies ongoing opportunities for peer mentoring and inspiration to ensure the creative transformation takes hold.

GOALS

Bring meaning and purpose to late life regardless of physical or cognitive abilities.

Creative engagement becomes standard practice in care relationships.

OBJECTIVES

Serve 100,000 elders annually.

Create and support at least 500 creative communities of care.

Inspire 25,000 family and friends to be creative engagement advocates.

Produce 3 wide-reaching artistic outputs that demonstrate the impact of creative engagement to the public.

PLAN ACTIVITIES

- **SYSTEMIC CHANGE through EXPANDED SERVICE**

Focus expansion efforts on establishing Creative Communities of Care to more quickly scale the numbers of elders served while supporting the systemic change vision.

- a. Directly or indirectly leverage Civil Monetary Penalty funding to bring creative engagement into certified nursing facilities primarily funded through Medicaid.
- b. Use state and county level aging and nursing home data to focus growth, marketing and service/funding partnership efforts.
- c. Prioritize partnership development with care providers with significant market penetration to minimize one-off relationships and maximize impact.

- **ENGAGE FAMILIES and FRIENDS AS ADVOCATES FOR CHANGE**

Provide family, friends and other caring individuals access to basic creative engagement tools and the resources to advocate for TimeSlips adoption within professional care organizations and systems.

- d. Partner with other dementia support organizations to expose family, friends and volunteers to TimeSlips to create advocates for creative engagement.
- e. Test direct marketing to reach families impacted by dementia.

- **BUILD SUSTAINABILITY THROUGH AN ENGAGED & NURTURED NETWORK**

Create and launch an engaged membership community inclusive of family, friends, volunteers and care providers.

- f. Structure membership to support activities #1 and #2.
- g. Ensure members provide a sustainable income stream to support TimeSlips ongoing operations.

- **FULLY INTEGRATE IMPACT MEASUREMENT**

Institute an internal data collection and evaluation process designed to strengthen TimeSlips' impact narrative through both subjective and objective information.

- h. Develop a formal theory of change.
- i. Partner with a consultant or specialist nonprofit to develop data and evaluation program.

- **EVOLVE THE WEB PLATFORM**

Evolve the TimeSlips web platform and develop new technology tools as the hub for our creative communities of care, network building, family engagement, and impact measurement activities.

- j. Revise current or create new training and creative engagement content to support creative community of care growth focus.

- **COMMIT TO RESEARCH**

Continue external research partnerships aligned to support the systemic change goal and to better position TimeSlips for philanthropic and care provider partnerships.

- k. Seek out research partners that are interested in analyzing TimeSlips impact against the outcomes that will unlock philanthropic and/or care provider resources.

- **BUILD A HEALTHY, CREATIVE ORGANIZATIONAL TEAM**

Formalize organizational structure to support growth and impact objectives.

CAPACITY INVESTMENTS

Over the coming two years, a series of capacity investments are needed for TimeSlips to scale our services to elders and create momentum for systemic change through the expansion of creative communities of care.

Staff Capacity – As noted above, TimeSlips has remarkably grown its reach to 10,000 elders annually through with only five part-time staff. In addition, none of these staff work more than half-time. In aggregate, these five part-time staff persons are equivalent to only 2.5 full time staff. To achieve the goals and objectives set forth in this plan, TimeSlips will need to convert to a more robust staffing model. The exact staffing model will evolve over time (single Executive Director, Co-Directors, etc.). No matter the model, the following areas of responsibility will need dedicated staff attention over the coming years:

- Overall management and organizational strategy
- Major care provider partnership development and oversight
- Fundraising and resource mobilization through other earned income streams
- Daily finance, operations, administration and grants management
- Technology support and maintenance
- Program implementation, program strategy and grant program deliverables
- Marketing and community engagement, including the membership program
- Vendor and consultant management

Web Platform / Technology – Initial capacity investments will be focused on a complete overhaul of the TimeSlips website. The vision for the new site is that it will act as a robust engagement platform for all TimeSlips stakeholders and support the membership program by delivering creative engagement content and inspiration in a cost-effective and timely manner, as well as collect data and stories that can be used to demonstrate impact. The site will deliver on this promise through a learning center focused on training and program delivery resources and a creativity center that amplifies the stories of how creative engagement impacts the lives of elders, those caring for them and the communities in which they live. These two features will work side-

by-side to continually deliver high quality content and value to all community members so that the membership program supports TimeSlips ongoing work. Once the web platform is functional and proven, TimeSlips will also explore the use of other mobile technology tools especially for impact data and story collection purposes.

Data / Evaluation / Research – TimeSlips has been fortunate to have had external researchers interested in our work and therefore already possesses solid evidence of impact through those studies. However, our strategic plan goals require us to improve in several ways. TimeSlips needs a more formal theory of change aligned to those goals and then we must design and implement a data collection and internal evaluation program that allows us to prove the theory of change. It will be imperative that we think carefully and engage expertise so that we collect the right data that allows us to have a holistic impact narrative inclusive of outcomes, outputs and success stories. Finally, we will also need to continue to work with external researchers when the opportunity arises to advance our evidence and proof points through certain implementations of the creative communities of care model.

Engagement / Program Growth – TimeSlips has grown tremendously with limited resources and consistently the community of those touched (elders, families, caregivers) are quickly converted into creative engagement advocates. Still, our new goals and objectives will require more than strong word of mouth and person by person growth strategies. We will need to invest in engagement, marketing and outreach efforts designed to identify and sustain partnerships with larger care providers. We will also need to directly engage with elders and families who could be benefiting from TimeSlips and improve our efforts to activate those who are already part of our community. Ultimately, these efforts will result in an engaged community of decision makers and beneficiaries resulting in sustainable creative communities of care locally and ever increasing demand for creative engagement as a standard of care.

In the short term, TimeSlips partnership and resource mobilization activities will focus on these critical investments with a goal to raise capacity funds of \$1M to \$1.5M.

<u>Investment Area</u>	<u>Low Estimate</u>	<u>High Estimate</u>
Staff Capacity	\$450,000	\$600,000
Web Platform / Technology	\$250,000	\$350,000
Data / Evaluation / Research	\$150,000	\$250,000
Engagement / Program Growth	\$150,000	\$300,000

CONCLUSION

TimeSlips is uniquely positioned to improve the lives of elders, especially those with dementia, and all the people who care for them. As an evidence-based intervention aligned to the cultural and regulatory movements toward person-centered care, now is the moment for TimeSlips to focus on establishing creative communities of care. By embedding simple and effective creative engagement techniques within care systems, we can bring meaning and purpose back into later life on a large scale and make creative engagement a standard practice in elder care.

We hope you will join us on this journey to change the lives of the elders we care for today and to make sure we all age with the power of creative engagement in our lives.

APPENDIX A

Summary Financial Information

	2018	2019	2020	2021	2022
Membership	\$ 47,000	\$ 69,031	\$ 112,474	\$ 163,560	\$ 238,198
Membership - Sponsored Programs	\$ 188,000	\$ 207,094	\$ 262,439	\$ 303,754	\$ 357,297
Contributions - Capacity	\$ 200,000	\$ 400,000	\$ 325,000	\$ 250,000	\$ 150,000
Contributions - Annual	\$ 125,000	\$ 210,000	\$ 335,000	\$ 475,000	\$ 700,000
Other Earned Income	\$ 35,000	\$ 50,000	\$ 75,000	\$ 100,000	\$ 150,000
Total Income	\$ 595,000	\$ 936,125	\$ 1,109,913	\$ 1,292,314	\$ 1,595,495
Staff	\$ 280,000	\$ 400,000	\$ 525,000	\$ 625,000	\$ 700,000
Consulting	\$ 150,000	\$ 200,000	\$ 175,000	\$ 200,000	\$ 200,000
OTPS	\$ 165,000	\$ 250,000	\$ 300,000	\$ 350,000	\$ 500,000
Total Expense	\$ 595,000	\$ 850,000	\$ 1,000,000	\$ 1,175,000	\$ 1,400,000
Reserve	\$ -	\$ 86,125	\$ 109,913	\$ 117,314	\$ 195,495
Membership % of Total Income	39%	29%	34%	36%	37%
Membership + EI % of Total Income	45%	35%	41%	44%	47%
Cumulative CCC's trained	675				
% of US Nursing Home Market	4%				
Total Reserve in 2022	\$ 508,846				

TimeSlips is committed to building a sustainable organization. Based on our research findings of similar organizations, the budget model has membership and earned income growing towards 50% of operating income. Philanthropic support as a percentage of the budget spikes in 2019 to recognize the influx of capacity funding. Other budget notes include:

- As with most nonprofits, human capital is the largest expense at ~50% of the total.
- Per best practice, an operating reserve equal to ~3 months of operations is the goal.
- Membership renewal rates and growth rates have been projected in a very conservative manner. This will allow TimeSlips to maximize learning in the early years of the implementation of this plan. Clearly market penetration is low and will need to ramp up significantly after the initial phase to support our systemic change goal.
- Contribution income also has been projected conservatively. The model relies more heavily on institutional support. Individual support beyond membership is limited. One fundraising program example that could increase individual donations is the grateful-family model that many health care providers use. Because a program like that would require additional capacity investments, its potential income is not included.