JDC Israel Eshel

Touching Lives, Transforming Communities

5-Year Strategic Plan for Optimal Aging in Israel (2021-2025)

31.1.2021

Letter from the CEO

The 2021–2025 multi-year plan serves as JDC Eshel's eleventh five-year plan. It is based on fifty years of activity in the field of aging in Israel, conducted in collaboration with the government, local authorities and civil society. In this sense, the tenth five-year plan – which we complete in 2020 – has already laid the foundation for this new plan. However, the new plan includes a number of innovations and emphases.

The *first* stems from JDC-Israel's strategic planning, which JDC Eshel forms a part of. The process redefined JDC-Israel's role, from an entity dealing primarily with developing services for vulnerable populations to an entity helping the country cope with social challenges in a measurable, goal-oriented manner. This direction was formulated in discussions with senior partners and planning entities in government, who pointed to the difficulty impacting specific social issues, despite the fact that considerable investment has been made in them. As a result, **the Challenge of Aging has been defined as one of the six challenges that JDC-Israel will be promoting**. In 2015, the Challenge of Aging was also defined by government resolution as one of the seven socio-economic challenges the State of Israel will be promoting over the coming years. This definition compels us to acquire a new planning language, to expand our channels of action and implementation, and to harness many circles of partners and change agents.

The *second* stems from the **Covid-19 pandemic that has caused a social, financial, and health crisis affecting the entire economy, and especially the older population**. It increases the fragility of people and organizations, including those in our target population and those who act on their behalf. As a result, it requires us to improve our abilities and tools to identify needs, develop solutions, and find the right balance between what is urgent and what is important.

… letter from the CEO

JDC Eshel has taken part in a joint effort to assist the older population in Israel, focusing on the most vulnerable. We have found ourselves reacting quickly to a range of needs from the field – for example, emergency assistance to local authorities and institutions; tutorial videos and online training for caregiving personnel; adapting services to provide long-distance/remote assistance in the Guidance, Employment, and Rehabilitation centers being piloted; training additional teams for the nursing system; expanding the integrated care management teams; and assisting Holocaust survivors.

Over time, we realized it was necessary to reevaluate our planning and response. As a result of this process, we conducted two surveys that assessed risk and resilience factors among older adults since the Covid-19 outbreak, established an information system to identifying emergency needs, continued the strategic planning work that had begun prior to the pandemic, and held sessions to brainstorm and pool knowledge and insights.

We thank our loyal partners on this journey – the Ministry of Health, the Ministry of Labor and Social Affairs, the Ministry for Social Equality, the Ministry of Finance, the Prime Minister's Office and the National Insurance Institute – and our committed philanthropic partners for enabling us to perform this essential work. We will continue the discourse and work in the various professional forums – of policy makers and caregiving teams, scholars and entrepreneurs, finance and social experts, the young and the old. We all face the challenge of aging together!

Wishing everyone a happy and healthy 2021.

Yossi Heymann (CEO, JDC-Israel ESHEL)

Dr. Sigal Shelach (CEO, JDC-Israel)

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Introduction to the Strategic Plan

2020 was a watershed year - the world experienced a pandemic, many lost their lives or their loved ones, others lost their source of income, and we all lost our familiar routines. The older adult population was in the headlines as a high-risk group. Geriatric institutions were in the line of fire, and infection within them was fatal. Those living in the community isolated in their homes for long periods. Families, the community, and government authorities mobilized to provide immediate assistance. As the weeks went by the understanding sank in that we are in the midst of an ongoing event. Emergency became routine, and with it the need to prepare for an extended long-term effort based on updated information, pooled resources, and creative, practical solutions.

In this challenging reality, it is difficult to plan - and yet necessary. The cornerstones of this strategic plan is an ability to operate using a single agreed-upon compass, to bridge language gaps, to pool resources and to combine forces.

The strategic plan before you is based on such a compass:

- **A map of indicators for optimal aging** that was formulated and adopted by the Forum of Government of Israel Partners as the basis for a Government resolution headed by the Prime Minister's Office.

- **Advancing 8 Large-Scale Initiatives (LSIs)** over the coming years: 1. Reinforcing personal resilience and retirement preparedness 2. digital literacy 3. quality employment 4. social involvement 5. managing health and functionality [physical and cognitive] 6. preventive nursing care 7. age-friendly cities, and 8. accessible housing.

Desired Impact

Maximizing a person's independence and autonomy

during the aging process

and delaying dependence on others and on public services

with respect to health, social and economic risk,

and in according with the indicators for optimal aging.

The impact will maximize the benefit to the person & to the economy.

Indicators of Optimal Aging

Health

Healthy Lifespan

% Years in Good Health

Men: 56% (11.2 yrs)

Women: 47% (10.6 yrs)

Functionality

17% - difficulty with ADL

33% - difficulty with IADL

Meaning

Loneliness

28% feel lonely

Quality of Life

36 pt. (12-48) in CASP

Economic Resilience

Disposable Income

NIS 7,504 ($2,300)

[21% are <60% of this amount]

Ability to Cope

40% struggle to cope financially

Predictive Indicators for Optimal Aging

Health Management

50% have low health literacy

Compliance / Persistence

- Rehabilitation
- Medication

Healthy Lifestyle

49.1% good BMI

Nutrition - Mediterranean

16.9% smoke
1.9 l alcohol

Exercise 60%/40%

Active Lifestyle

28% employment

39% participate in social activities

Networking (Support system: family/friends)

Financial Capability

Low financial literacy 13.7/21 pts

Income / Assets, savings, suitable employment

Digital Literacy – a cross-cutting predictor that influences all metrics

Change Theory & Guiding Action Principles

Preventive Approach

Cultivate an awareness of the importance of planning wisely with regards to health, social and personal and economic resilience, to prevent today what may be damaging later.

Modifying Behavior

The indicators aim to improve the behavior of the older adults and those responsible for them, in order to enable optimal aging.

A Compass for Optimal Aging

Large-Scale Initiatives comprising direct programs are guided by six primary indicators for optimal aging. These indicators, which focus on health, meaning and economic resilience, will direct the Ministries' work to close the gaps in the field of aging.

LSIs to Achieve Impact

The Large-Scale Initiatives comprise a collection of programs and complementary cross-cutting actions, working together to achieve an accumulative impact.

Modifying Key Infrastructures

Most LSIs are based on national-level infrastructures – that interface with large numbers of the target population, and/or encompass a significant proportion of the public investment in old age. This stems from a desire to channel the current invested resources towards prevention, and from an understanding that establishing a new platform requires years of significant investment. Eleven such platforms were mapped – some are old and traditional, while others are in the process of being established. These include the nursing systems, HMOs, hospitals, social service departments, day centers, Supportive Communities, urban employment centers, guidance centers, and more. Also marked were informal platforms such as TV, radio, and news media, which are influential in promoting awareness and motivating people to take action.

Leaders & Partners

Each LSI is led by one or more government ministry that is responsible for integrating the work with other relevant government entities and synchronizing the work with the target populations. This is accompanied by a professional steering committee comprising relevant partners from the public, private and third sectors.

Older Adult Subgroups At Risk

Large-Scale Initiatives reduce gaps in the predictive indicators as they relate to subgroups of the older adult population at risk of decline in health, meaning and economic resilience.

Measuring Progress

The indicator will be enacted on three levels: the program, the LSI, and the challenge. The indicator related to the challenge will be reviewed every two years and publicized by the Government.

Large-Scale Initiatives to Create National Impact

Selecting the Large-Scale Initiatives (LSIs)

- In accordance with Covid-19 – based on the research monitoring the risk populations, resilience factors, and effective actions
- Tailored to strategic directions of the partner ministries – based on ongoing discourse with the partners and their planning processes
- Based on global learning, and mapping policy directions and innovative actions for optimal aging
- Emphasizing the most vulnerable older adults as part of JDC-Israel's mission

LSIs focused on Improving Individual Wellbeing

1. Retirement preparedness
2. Digital literacy
3. Quality employment
4. Social involvement
5. Health management

LSIs focused on Improving the Service System

1. Preventive nursing care
2. Age-friendly cities
3. Affordable housing

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A Compass for Optimal Aging in Israel

Impact

Prevent Decline / Dependency due to

Health Risk | Social Risk | Personal & Economic Risk

Indicators of Optimal Aging

Health

Healthy Lifespan

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Economic Resilience

Disposable Income

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Ability to Cope

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Large - Scale Initiative (LSI)

- Health Management
- Quality Employment
- Digital Literacy
- Social Involvement
- Retirement Preparedness
- Preventive Nursing Care
- Age-Friendly Cities
- Affordable Housing

Cross-Cutting Tools

Technology | Training | Regulation | Raising Awareness | Behavioral Economics | Data, Research, Knowledge

LSI: Retirement Preparedness

In development with partners

Goal

Raising awareness and carefully generating a change in the individual's financial, health, and social behaviors for a 100-year life.

Rationale

The rise in life expectancy has led to the understanding that to achieve optimal aging, preparation is required for longevity. The LSI focuses on promoting awareness and tools among individuals for optimal aging and on generating conditions and incentives within the system to prepare for retirement.

Indicators

Health Management	Healthy Lifestyle	Active Lifestyle	Economic Readiness
Health literacy	Nutrition	Employment	Financial literacy
Compliance	BMI	Social activity	Ability to cope financially
	Smoking | Alcohol	Networking: support system	
	Physical exercise		

Digital Literacy - predictive metric impacting all indicator groups

Target Populations

Every citizen 60+

Middle class and lower | Arab sector | Haredi sector | New immigrants

Change in primary platforms

Up60+ Guidance Center & the virtual campus	Receive recognition as a national infrastructure that includes workshops and training, personal guidance tools (physical and virtual); profile –tailored solutions, and a system for management, review and measurement.
Services in the community & business	Implement perceptions and adapt services and interventions in the community to work with older adults and create a standard for personal resilience-oriented services.
Local Authorities	Encouraging activities for optimal aging that are aimed at independent aging.

Cross-cutting Actions

Data & Research	Training & Knowledge	Promoting Awareness	Technologies	Policy & Regulation
• Financial behaviors in preparation of retirement and their impact on the market and the individual • Models of regulation that support optimal aging	• Change agents in local authorities, media and academia	• Changing self-ageism and raising awareness about optimal aging • Using economic behavior tools to change behavior	• Establishing a digital sphere	• Defining eligibility to prepare for optimal aging, incentives for employers and individuals

LSI: Digital Literacy

In development with partners

Goal

Older adults and their immediate support network will acquire independence in the use of digital interfaces in all spheres of life.

Rationale

Optimal aging requires an increase in the use of use of technology and digital tools in significant spheres of life. This is in addition to ownership of suitable end devices, connections to the internet, and a shift in the mindset among individuals and the eco-system regarding digital use among older adults. This LSI focuses on locating and training digitally illiterate seniors, training providers that interface with older adults and technology, and promoting legislation in the field of digital access.

Indicators

Health Management	Healthy Lifestyle	Active Lifestyle	Economic Readiness
Health literacy	Nutrition	Employment	Financial literacy
Compliance	BMI	Social activity	Ability to cope financially
	Smoking | Alcohol	Networking: support system	
	Physical exercise		

Digital Literacy - predictive metric impacting all indicator groups

Target populations

- No / poor digital literacy
- Lack access to end device / network
- Independent older adults, including those at risk of decline
- Early-stage functional decline

Change in primary platforms

Service providers	Training digital mediators: Training mediators in key institutions such as HMOs, banks, municipalities, businesses, and programs designed for the target populations (in primary life spheres such as actualizing rights) to promote digital independence when utilizing services.
Training institutes	Training target populations and their immediate circles: Directing and guiding the development of courses, workshops, lectures, and "Train-the-Trainers" courses.
UI / UX developers	Adapting digital environments: Changing approaches, educating, and establishing standards to make digital environments accessible.

Cross-cutting actions

Data and Research	Training & Knowledge	Promoting Awareness	Technologies	Policy & Regulation
• Missing indices: defining the scope of the expected change • Missing data: latest, relevant usage and equipment • ROI – savings to wider system due to strong digital literacy	• Agents of change – primary service providers, instructors, developers • Knowledge gaps – aging characteristics, how to teach digital independence, how to adapt services and make them accessible	• Target population and immediate support circle • Municipal service providers • Long-term ownership by the government • Environment developers	• Adapted and subsidized equipment • Deploying a complete, subsidized network • Adapted environments	• Funding equipment and networks • Accessibility standard • National dig. literacy standard • Support for supportive technologies

LSI: Quality Employment

In development with partners

Goal

Improving the employment rate of older adults while adapting the job market to a life expectancy of 100 years.

Rationale

This LSI focuses on raising awareness and generating favorable conditions and incentives on the individual, employer, and policy levels. This will create opportunities for older adults to re-enter the workplace or retain their current positions and promote older adult employment in Israel.

Indicators

Health Management	Healthy Lifestyle	Active Lifestyle	Economic Readiness
Health literacy Compliance	Nutrition BMI Smoking | Alcohol Physical exercise	Employment Social activity Networking: support system	Financial literacy Ability to cope financially

Digital Literacy - predictive metric impacting all indicator groups

Target populations

- Ages 45 – 75: those interested in rejoining the workforce
- Older adults at risk of being expelled from the workforce
- Israeli-Arab society

Change in primary platforms

Employment centers Physical / virtual	Updating physical centers: Adding digital and financial literacy tools, skills for a changing working environment, awareness of optimal aging and self-ageism. Improving client-tailored solutions. Transitioning to a virtual center, including advanced technological solutions.
Employers	Integrating LLL (long life learning) skills for employees, and tools for employers to retain older employees and multi-generational management. Create awareness of optimal aging and ageism and alternative approaches to employment, including technological solutions.
Training institutes | Local authorities	Integrating LLL and skills for a changed working environment for older adults.

Cross-cutting actions

Data and Research	Training & Knowledge	Promoting Awareness	Technologies	Policy & Regulation
Cost effectiveness, research in collaboration with the Aaron Institute	Promote awareness and provide tools to employers, policy makers and older adults regarding the importance of continued employment, and how to achieve this	• Ageism among individuals and employers • Using behavioral finance to change attitudes and motivate taking action	Technological solutions to promote older adult employment – screening processes, alternative CVs, long-distance work, and flexible employment	Adapting retirement laws to actual life expectancy, abolishing age-discrimination, incentives to continue employment and encourage entrepreneurship for both individuals and employers

LSI: Social Involvement

In development with partners

Goal

Increasing social participation and sense of belonging among older adults who are living in the community and at risk of decline.

Rationale

This LSI focuses on actively identifying older adults living in the community who are at risk of deteriorating due to social disconnection, financial difficulty or deconditioning, and surrounding them with support that includes services to the home, local community assistance, and monitoring their situation through the social services department.

Indicators

Health Management	Healthy Lifestyle	Active Lifestyle	Economic Readiness
Health literacy	Nutrition	Employment	Financial literacy
Compliance	BMI	Social activity	Ability to cope financially
	Smoking | Alcohol	Networking: support system	
	Physical exercise		

Digital Literacy - predictive metric impacting all indicator groups

Target populations

- Older adults at risk of deterioration due to social isolation, financial difficulty or deconditioning
- People without family / with little support
- Homebound
- Digitally disconnected
- Family caregivers

Change in primary platforms

Welfare departments [Inclusive municipal service]	Evolving into a **comprehensive municipal platform** – identifying at-risk populations and connecting them with community-based services, while promoting and encouraging communal life for older adults as they age.
Family members | Neighbors [community]	Strengthening connections with family members / neighbors (apartment committees) so that they will be more attuned to the welfare and needs of older adults, and will be able and available to provide assistance or serve as a connection to local social services.
Supportive Community | Integrated Care [client-focused home service]	Converting the platform into a home service specializing in homebound older adults / self-isolators, and which aims to promote functional retention and independence, social activity and a connection to the community.

Cross-cutting actions

Data and Research	Training & Knowledge	Promoting Awareness	Technologies	Policy & Regulation
• Supportive Community mapping • Economic study of family caregivers • Developing tools for ongoing measurement of risk situations	• Digital literacy for older adults • Training change agents among professionals and in the community	• Campaign to harness neighbors' awareness and alertness as to the welfare of the older adult population	• Technology to identify deteriorating risk situations • Digital platform for social connection and retaining functionality	Integrating changes as part of the Ministries' procedures and social work regulations

LSI: **Social Involvement**

Social services departments
[Inclusive municipal services]

Family members & Neighbors
[Community]

Supportive Community | Integrated Care
[In-home services]

Targeted audiences

Older adults that care for family members | Digitally disconnected | Homebound | No / poor family support

LSI: Health Management

In development with partners

Goal

Improving health management of older adult subgroups at-risk through digital health literacy and consistently maintaining a healthy lifestyle.

Rationale

The LSI focuses on older adults living in the community who are at risk of physical / cognitive decline due to chronic disease or injury, or extended hospitalization. The LSI will map risk-profiles, offer health management tools, and develop programs to retain functionality and maintain healthy lifestyle.

Indicators

Health Management	Healthy Lifestyle	Active Lifestyle	Economic Readiness
Health literacy	Nutrition	Employment	Financial literacy
Compliance	BMI	Social activity	Ability to cope financially
	Smoking | Alcohol	Networking: support system	
	Physical exercise		

Digital Literacy - predictive metric impacting all indicator groups

Target populations

- One or more chronic diseases
- Hearing / vision impaired
- Steep weight loss / gain
- Balance problems
- Memory and cognition deficit
- Decline in bone density
- 4+ days post-hospitalization
- After an acute event

Change in primary platforms

HMOs	Mapping at-risk profiles by the HMO and connecting / referring individuals to community services for rehabilitation and preserving functionality.
Hospitals	Mapping at-risk profiles during hospitalization and developing services to enable continuous care with the community.
Rehabilitation Services	Establish and standardize community-based geriatric rehabilitation as an official public service, along with other rehabilitation best practices.
Local Authorities	Mapping available services to advance healthy lifestyle, rehabilitate & preserve functionality, and encourage accessibility for older adults.

Cross-cutting actions

Data and Research	Training & Knowledge	Promoting Awareness	Technologies	Policy & Regulation
• Mapping demand and scope of rehabilitation • Preventing deconditioning • Cost effective study and ROI • Developing a social bond model	• Training the target population in digital health management • Training change agents in the systems, including local authorities	Promoting awareness and motivation for healthy lifestyle and health management by utilizing behavioral finance tools	Implementing digital platforms for accessing, monitoring and managing health from a distance, and including technologies for personal use	Support grants and other incentives, and regulation that supports rehabilitation and preserving functionality

LSI: Preventive Nursing Care

In development with partners

Goal

Slow the rate of deterioration among elderly that receive nursing stipends and live in the community or an institution, through the impact of (1) professional caregivers and (2) directing the field towards preserving functionality.

Rationale

The LSI focuses on developing training / internship opportunities for caregivers, and generating conditions and incentives to assimilate the practices in the field.

Indicators

Health Management

Functionality

17% - difficulty with ADL

33% - difficulty with IADL

Healthy lifespan

Meaning

Loneliness

Quality of life

Economic resilience

Disposable income

Ability to cope financially

Target populations

- Older adults eligible for nursing benefits in the community and in institutions
- Professionals in the community and in institutions
- Caregivers in the community and in institutions
- Family members in the community and in institutions

Change in primary platforms

Nursing Care in the Community	The nursing system in the community has the knowledge, the tools, and the means to support independent functioning and postpone dependence.
Nursing Care in Institutions	The nursing system in institutions has the knowledge, the tools, and the means to retain functionality and to respect autonomy in situations of dependency.
Training Institutes	Training institutes have the tools and ability to offer continuous training to postpone dependency, support functionality, and preserve autonomy.

Cross-cutting actions

Data & Research

- Index for postponing dependency | economic model
- Learning from global and local experience
- Data analysis, public participation

Training & Knowledge

- Formulating the committee's recommendations
- Validating recommendations from the field
- Digital literacy pilot

Raising Awareness

Changing attitudes among family members and professionals regarding the role of the caregiver

Technology

- Technologies for monitoring functional decline
- Technologies supporting healthy lifestyle, health literacy, meaningful leisure activities and social networking

Policy & Regulation

- Improving caregivers' salary conditions
- Compulsory training & specializations
- Establishing recommendations as standard practice

LSI: Preventive Nursing Care

Goals

Caregivers

Raising productivity in the nursing sector; expanding therapeutic possibilities while on the job

Maximizing opportunities to raise wage levels and provide workers with career horizons

Integrating populations under-represented in the work force (Ultra-Orthodox, Israel-Arabs, immigrants)

Care Recipients

Postponing dependence and preventing functional decline of older adults

Improving quality of care

Retaining resilience of family caregivers

LSI: Age-Friendly Cities

In development with partners

Goal

Strengthening participation and mobility of older adults in the physical, social, and economic sphere of their towns and neighborhoods, as part of optimal aging.

Rationale

Leaving the home is a predictor of quality of life. Over the years, the space in which an individual moves around is shrinking – there is less need to go out to work, the physical effort has increased, and the motivation diminished. The LSI will focus on identifying tools and means for the city to remove barriers and create incentives for older adults to leave the house. Indicators and an applied model will be developed to promote this topic and integrate it on a national and local level.

Indicators

Health Management	Healthy Lifestyle	Active Lifestyle	Economic Readiness
Health literacy	Nutrition	Employment	Financial literacy
Compliance	BMI	Social activity	Ability to cope financially
	Smoking | Alcohol	Networking: support system	
	Physical exercise	Mobility in the public sphere	

Digital Literacy - predictive metric impacting all indicator groups

Target populations

Older adults living in a given geographic area

Change in primary platforms

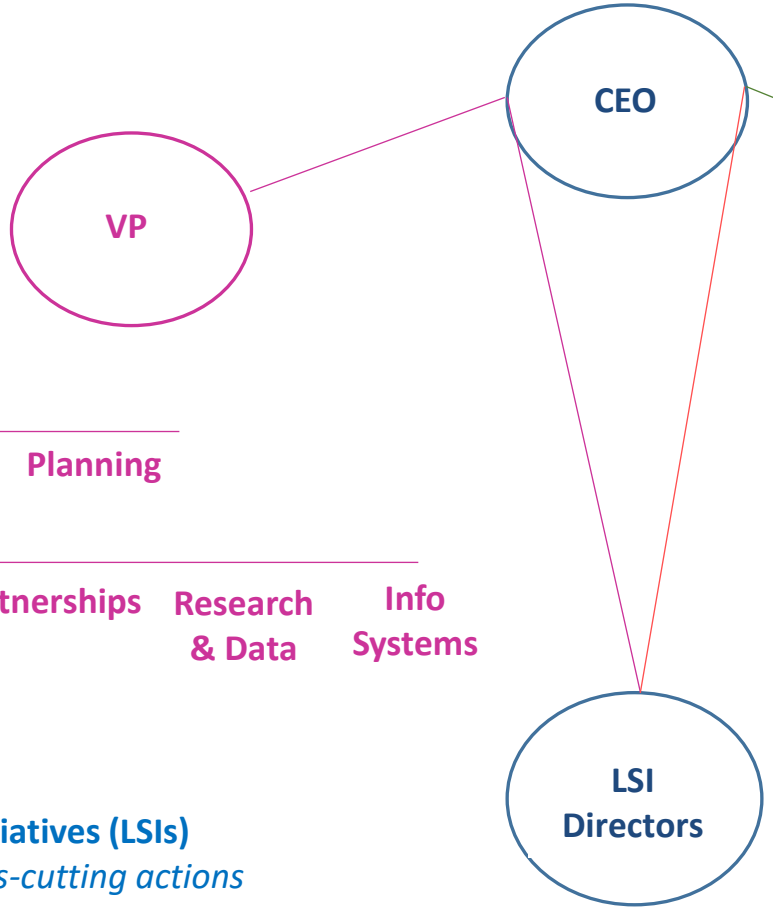
Local Authority

Transforming the local authority into a platform that promotes, budgets for, and is measured by optimal aging; one that acts to remove. barriers and generate incentives to increase the participation of older adults in the city's physical, social, and economic sphere, based on an understanding of the social and economic value inherent in it.

Cross-cutting actions

Data and Research	Training & Knowledge	Promoting Awareness	Technologies	Policy & Regulation
• Indicators of mobility in the municipal sphere • Research to present the economic benefits to the local authority / economy	Training municipal teams on optimal aging	Changing attitudes among mayors and municipal planning entities, in line with the perception "from burden to asset"	Technological solutions for communal networking on the individual level and on the level of the system / local authority	Incentives for local authorities who promote optimal aging according to a national metric that will be developed

JDC ESHEL Organizational Structure



CFO

Challenge

Knowledge | Technologies | Planning

Knowledge Development | Training | Marketing | Partnerships | Research & Data | Info Systems

HQ

Finance | Strategic Partnerships | Financial activity | Administration

Budgets | Tenders | Acquisitions | Accounting | Purchasing & Administration

Large-Scale Initiatives (LSIs)

Programs and cross-cutting actions

1: Retirement Preparation | 2: Quality Employment | 3: Digital Literacy | 4: Social Involvement | 5: Health Management

6: Preventive Nursing Care | 7: Age Friendly Cities | 8: Accessible housing

Ongoing Programs Operating Independently of the Challenge

Holocaust survivors | Palliative care

JDC Eshel Operational Budget (2021)

		NIS		US$
LSI - Health Management	₪	5,902,787	$	1,788,723
LSI - Quality Employment	₪	2,309,895	$	699,968
LSI - Digital Literacy	₪	1,735,815	$	526,005
LSI - Social Involvement	₪	20,010,279	$	6,063,721
LSI - Retirement Preparedness	₪	6,642,201	$	2,012,788
LSI - Reliable Nursing Care	₪	3,500,416	$	1,060,732
LSI - Age-Friendly Cities	₪	482,500	$	146,212
Cross-Cutting Tools	₪	9,999,393	$	3,030,119
Programs Operating Independently of the Challenge	₪	8,120,550	$	2,460,773
Administration & Finance	₪	5,036,126	$	1,526,099
Total	**₪**	**63,739,962**	**$**	**19,315,140**

NIS 3.3 : $1

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