



**ARTZ PHILADELPHIA  
FIVE-YEAR STRATEGIC PLAN  
2021 - 2025**

Adopted by the Board of Directors  
Date: July 15, 2021

## **VISION**

ARTZ Philadelphia envisions a world in which people living with dementia and their care partners enjoy the benefits of well-being and quality of life that others enjoy. We are committed to ensuring equal access to the resources that enhance quality of life, inspire individual and communal creativity, and empower self-expression and continued self-realization.

## **MISSION**

ARTZ Philadelphia is dedicated to enhancing the quality of life and well-being of people living with dementia and their care partners through joyful interactions around arts and culture. Our evidence-based programs connect people with dementia and those they love with artists, cultural organizations, and each other. We help to build caring, supportive communities that restore and preserve the self-esteem and dignity of our constituents, regardless of their color, culture, where they live or their economic resources.

## **VALUE STATEMENT**

*People living with dementia and their care partners can have joy in their lives. We know this from our work designing and implementing evidence-based programs that are of, by and for our community members living with dementia and their care partners; and working in collaboration with providers of services for older people, members of the academic and healthcare communities, advocates and staff in long term care residential communities, and others engaged in supporting people with cognitive differences.*

## **HISTORICAL PERSPECTIVE OF ARTZ PHILADELPHIA**

In 2013, ARTZ Philadelphia founder Susan Shifrin -- then the Associate Director for Education at the Philip and Muriel Berman Museum of Art at Ursinus College -- was inspired to establish the nonprofit organization after having hosted a series of training workshops and programs for people living with dementia. Susan was profoundly affected watching visitors, many in the later stages of dementia, come to life in the Museum's galleries as they looked at and talked about art with each other, their care partners and college students who worked at the Museum.

It was moving for Susan to see the transformation in people who, in some cases had rarely spoken or shared their lives with others. Art was their vehicle for expression, interaction, creativity, and mutual respect; along with plenty of laughter. People from as far away as Baltimore, MD, Cherry Hill, NJ, and Philadelphia came to the Museum's campus in Collegeville, PA to experience the only program of its kind in the region.

ARTZ Philadelphia began as the first mid-Atlantic affiliate of Artists for Alzheimer's (ARTZ) and operated under the 501c3 umbrella of the I'm Still Here Foundation from 2013-2015. Within a few years of its founding, and with the help of a growing group of volunteers, it emerged as a vibrant and much needed resource for the Greater Philadelphia region.

**In 2014**, ARTZ Philadelphia concluded its first year of programs having served 100 people with dementia and their care partners, holding programs in a single museum and at a single long term care community.

**In 2015**, ARTZ Philadelphia was granted 501c3 status by the IRS. The organization quickly broadened its reach and by the end of 2015, was serving close to 1000 people annually. Programs had expanded to four partner museums and six long term care communities.

**In 2016**, ARTZ Philadelphia developed and delivered to health professions students at Thomas Jefferson University the pilot for a first-of-its-kind self-advocacy, educational, and workforce development initiative "ARTZ @ Jefferson." Through this program (subtitled "Opening Doors to Empathy Through the Arts"), people living with dementia and their care partners served as mentors to Jefferson's medical and other health professions students. The students met with their mentors in dyads, over 2-3 months, learning from them who they were prior to the diagnosis, who they understand themselves to be post-diagnosis, and what it meant to them to live with dementia. Students engaged with them as people, not as patients, and as the students' guides to learning. The overarching goal of the program was to change from within -- one mentor and one student at a time -- the way that healthcare providers would understand and treat their patients with dementia in the future.

**In 2017**, ARTZ Philadelphia's "ARTZ @ Jefferson" program was recognized on a national level for its contributions to advocacy and policy by the Family Caregiver Alliance with its Innovations in

Alzheimer's Caregiving Award. From 2017-2019, ARTZ @ Jefferson was funded by the Pew Center for Arts & Heritage (Jefferson was the lead grant applicant and recipient).

**By 2018**, those touched by the organization had reached an annual estimated total of 2,000 through expanded programming and outreach into economically at-risk communities.

**By the end of 2019**, 105 students and 45 unique mentors had participated in the "ARTZ @ Jefferson" program.

**In 2020**, ARTZ Philadelphia's operations, like those of many other nonprofits, were adversely affected by COVID-19. Its community members, participants and supporters were among the most vulnerable to the ravages of the pandemic. The organization was among the first non-profits in the Philadelphia area to suspend in-person programs in consideration of the health and welfare of participants and staff; and to pivot to delivering all programs online.

ARTZ lost 50% of its total fee-based programs during the first months of the pandemic (previously funded by partnering museums, arts centers, adult day centers, continuing care retirement communities and nursing homes) and 100% of its programs delivered to residents in 12 CCRCs and nursing homes and three day centers.

However, by the end of 2020, the number of programs delivered each month had increased from five at the start of the pandemic to ten. Through a new partnership with Philadelphia College of Osteopathic Medicine, "ARTZ-Connect @ PCOM," a new medical humanities Community Experience for 1<sup>st</sup>-year medical students, was added to the ARTZ Philadelphia program roster. And by the end of 2020, 121 students and 46 unique mentors had participated in the "ARTZ @ Jefferson" program.

## DATA AND DEMOGRAPHICS

The number of Americans diagnosed with Alzheimer’s Disease in 2020 is estimated to be 5.8 million.<sup>1</sup> It is likely that another 3-4 million are living with other dementia-related conditions, although those numbers are not tracked as consistently.<sup>2</sup> Almost two-thirds of those diagnosed with Alzheimer’s disease are women. According to the Alzheimer’s Association, older Black or African Americans are twice as likely to have Alzheimer’s Disease as older white Americans; and older Hispanic or Latino Americans are one-and-a-half times as likely.<sup>3</sup> These heightened predispositions to Alzheimer’s and other dementia-related illnesses are generally attributed to comorbidities and disparities in access to healthcare, not to racial or ethnic genetic differences. The incidence of young-onset dementia is also increasing markedly within communities of color.

As of 2019, there were 280,000 recorded cases of Alzheimer’s Disease among those 65 and older in Pennsylvania (9% of all Pennsylvanians 65 and older); and 677,000 “informal” care partners.<sup>4</sup> As of 2019, there were 180,000 recorded cases of Alzheimer’s Disease among those 65 and older in New Jersey (8% of all New Jersey residents 65 and older). Those numbers are expected to increase by more than 14% to 320,000 and by more than 16% to 210,000 respectively by the year 2025.

As of 2019, there were 677,000 “informal” care partners associated with the 280,000 people with diagnoses in Pennsylvania; and 448,000 “informal” care partners in New Jersey.

Based on the estimated census figures for 2019, in the Greater Philadelphia region (including the six counties of South Jersey), there were approximately 200,000 people diagnosed and/or living with Alzheimer’s Disease and other dementia-related illnesses, and 3-4 family care partners per diagnosis.<sup>5</sup> This was essentially one million people personally affected by dementia in our region.

The overall demographics of the Greater Philadelphia region are as follows:

- Average 18% Black or African American across the five Philadelphia region counties (44% in Philadelphia county); average 16% Black or African American across the six South Jersey counties

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<sup>1</sup> “2020 Alzheimer’s Disease Facts and Figures,” *Alzheimer’s and Dementia: The Journal of the Alzheimer’s Association*,440; DOI: [10.1002/alz.12068](https://doi.org/10.1002/alz.12068)

<sup>2</sup> <https://www.dementiasociety.org/>

<sup>3</sup> “2020 Alzheimer’s Disease Facts and Figures,” *Alzheimer’s and Dementia: The Journal of the Alzheimer’s Association*,405; DOI: [10.1002/alz.12068](https://doi.org/10.1002/alz.12068)

<sup>4</sup> “2020 Alzheimer’s Disease Facts and Figures,” *Alzheimer’s and Dementia: The Journal of the Alzheimer’s Association*,414; DOI: [10.1002/alz.12068](https://doi.org/10.1002/alz.12068)

<sup>5</sup> <https://www.census.gov/quickfacts/philadelphiacountypennsylvania>

- Average 8% Hispanic or Latinx across the five Philadelphia region counties (15% in Philadelphia county); average 16% across the six South Jersey counties
- Average 73% white across the five Philadelphia region counties (45% in Philadelphia county); average 77% white across the six South Jersey counties
- Average 2% two or more races across the five Philadelphia region counties (2.2% in Philadelphia county); average 3% two or more races across the six South Jersey counties.<sup>6</sup>

Based on the disproportionate impact on communities of color that current data show, however (see above), the demographic breakdown of the 1,000,000 people affected directly and personally by dementia in the Greater Philadelphia region that ARTZ Philadelphia was founded to serve and engage looks more like this: 44% Black or African American; 34 % Hispanic or Latinx; and 22% white.

In 2020, ARTZ Philadelphia engaged on average 61 “in person” (defined during 2020 and 2021 as face to face and via Zoom) program participants living with dementia or caring for people living with dementia per month; recorded an average of 200 touchpoints per month with community members living with dementia or caring for people living with dementia in two North Philadelphia ARTZ in the Neighborhood projects; an annual total of 24 medical and health professions students and 24 mentors living with dementia or caring for someone with dementia in our ARTZ @ Jefferson and ARTZ-Connect @ PCOM initiatives; and approximately 120 people through presentations and lectures. 1325 followers on social media (Twitter and Facebook) and 4227 unique visitors to the ARTZ Philadelphia Web site rounded out the annual number of 8852 connections with stakeholders and constituents during 2020.

Of the total of 3300 “in-person” engagements during 2020, an estimated 10% were with people of color, leaving much work to be done to reach the additional 68% of our constituents who are Black, African American, Hispanic, and Latino. At the same time, the bulk of the project and process evaluation and focus group interviews that have been carried out during 2020 to inform our development of best practices in community-driven program development for people with dementia and their families has centered on community members in Hunting Park, a largely Spanish-speaking neighborhood of North Philadelphia, and in the largely Black and African American neighborhoods of Northwest Philadelphia.

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<sup>6</sup><https://www.census.gov/quickfacts/fact/table/atlanticcountynewjersey,gloucestercountynewjersey,cumberlandcountynewjersey,capemaycountynewjersey,camdencountynewjersey,burlingtoncountynewjersey/PST0452>

## FIVE-YEAR STRATEGIC PLAN

### OVERARCHING GOALS

- Change the conversation about what life can be for people living with dementia and their informal or professional care partners.
- Bring joy into the lives of people living with dementia and their care partners through the arts.
- Ensure equity, diversity, and inclusion for all stakeholders in ARTZ board governance, programs, staffing, marketing, fundraising and evaluation.
- Conduct academic research and learn from communities to codify best practices and quantify the impact of ARTZ programming for people with dementia.

### SPECIFIC GOALS: 2021-2025

*Many of the benchmarks and/or goals in specific categories can be attributed to more than one category. (Example: some goals in Social Entrepreneurship could also be considered in Marketing, etc.) For the purposes of this document and to avoid duplication, goals and benchmarks have been assigned to the category that best describes their primary function.*

#### A. PROGRAMS/ PROJECTS/INITIATIVES.

##### **Goal:**

By 2025, annually connect 10,000 people who are living with dementia and their care partners, to ARTZ programs, projects, and initiatives, either online or (physically) in person.

- 1. Programs:** *ARTZ @ the Museum (in person), ARTZ on the Road (in person), ARTZ in the Making (in person and online), ARTZ Notes (in person and online), ARTZ Person-to-Person (in person and online), Café for Care Partners (in person and online), ARTZ-Connect (online), ARTZ @ Home with Julia and Richard (online).* \*\*See Addendum/Program/Website Benchmarks
- 2. Projects:** ARTZ in the Neighborhood (grant-funded), Mural Arts project with ARTZ in the Neighborhood Hunting Park, 2021 (grant-funded); partnership project with Esperanza Arts Center 2022; MUSIC in the Neighborhood 2021-2022 (sponsorship-funded), ARTZ Cards; ARTZ Kits; internships; artist residencies, OBFA monthly meetings (Outreach and Social Entrepreneurship categories include measures for projects.)\*\*\* See Addendum - Projects and Initiatives Benchmarks

**Initiatives:** ARTZ @ Jefferson, ARTZ Connect @ PCOM, ARTZ @ Einstein, possible mentoring program pilots on East and West Coasts; creation of Diplomats Group of distinguished BIPOC alums from ARTZ @ Jefferson, etc, to advocate for ARTZ @ Jefferson's philosophies and practices, and to connect us with wider healthcare community across the country; ARTful Insights (Dementia Society partnership); Zoom-based virtual platform development initiative 2023-2025; (Outreach and Social Entrepreneurship categories include measures for initiatives.) \*\*\* See Addendum - Projects and Initiatives Benchmarks

**Total Benchmarks:**

- 3,000 people in 2021 – all online
- 5,000 people in 2022 -- hybrid
- 6,000 people in 2023 -- hybrid
- 8,000 people in 2024 -- hybrid
- 10,000 people in 2025 -- hybrid

**B. ADVOCACY/MARKETING**

**Goal:**

Raise awareness of the assets and strengths of people living with dementia and the challenges that they and their care partners must manage.

Benchmarks:

- Web site conversion and content update to be completed in 2021.
- Complete Shifrin volume "The Museum as Experience" in 2022; publish as Open Access for more universal visibility and equitable access (funding necessary).
- Relaunch ARTZ Cards project in 2022.
- Enhancing community accessibility of Web site through several bilingual pages by 2023.
- Enhancing overall accessibility of Web site through 100% Spanish/English translation of pages by 2025.
- Include regular bilingual guest blog posts on Web site by community members by 2023.
- Staff participate in 2 professional conferences each year in 2021-2025.
- Staff present 4 invitational lectures each year 2021-2025.
- Staff publish 1 journal article each year 2021-2025.
- Staff complete 3 editorial reviews each year 2021-2025.

**C. OUTREACH**



**Goal:**

Provide consistent broad-based outreach to people living with dementia and their care partners. Expand outreach to and broaden partnerships with diverse communities/neighborhoods; continuing care facilities; nursing homes; day centers.

**Benchmarks:**

- 50 community members in 2021 in 2 neighborhoods
- 1000 touchpoints in 2021 through project FB pages, FB Live events, and social media
- 100 new community members in 2022 in same 2 neighborhoods
- 1250 touchpoints in 2022 through project FB pages, FB Live events, and social media
- 150 new community members in 2023 in same 2 neighborhoods and 1 new neighborhood
- 1500 touchpoints in 2023 through project FB pages, FB Live events, and social media
- 150 new community members in 2024 in same 3 neighborhoods
- 1750 touchpoints in 2024 through project FB pages, FB Live events, and social media
- 150 new community members in 2025 in same 3 neighborhoods
- 2000 touchpoints in 2025 through project FB pages, FB Live events, and social media
- 48 students at Jefferson and PCOM; and 48 mentors participate in 2021.
- Increase number of people to 60 students at Jefferson, PCOM and Einstein and 60 mentors; increase medical/healthcare professions schools/hospital residencies participating to 3 in 2022 and 2023.
- Increase number of students participating to 80; increase number of mentors participating to 80; and increase medical/healthcare professions schools/hospitals participating, including Penn, Temple, or Drexel, to 4 in 2024.
- Increase number of students participating to 100; increase number of mentors participating to 100; and increase hospitals participating, including Penn, Temple, or Drexel to 5 in 2025.
- Complete one year monthly virtual programs nationwide with Dementia Society reaching 220 people by 2022.
- Complete one year monthly virtual programs nationwide with Dementia Society reaching 320 people by 2023.
- Complete one year monthly virtual programs nationwide with Dementia Society reaching 620 people by 2024.
- Complete one year monthly virtual programs nationwide with Dementia Society reaching 720 people by 2025.

**D. LEARNING**

**Goal:**

Build tools and programs that are built upon what we learn from our community partners.

Benchmarks:

- Complete 2<sup>nd</sup> Spanish-English conversation guidebook(s) for both communities in the ARTZ in the Neighborhood Initiative in 2021-2022.
- Complete best practice manual related to both ARTZ in the Neighborhood communities in 2022-2023.
- Complete 1st bilingual conversation guidebook for 3<sup>rd</sup> community in 2023-2024.
- Complete 2<sup>nd</sup> bilingual conversation guidebook for 3<sup>rd</sup> community in 2024-2025.
- Complete updated best practice manual related to all three communities in 2025.

**E. RESEARCH**

**Goal:**

Develop a proof of concept study conducted in partnership with academic institutions/research centers that quantifies the impact of ARTZ programming for people with dementia.

Benchmarks:

- Identify and secure partnership with academic institution(s) and funding sources in 2023
- Begin Study in 2024
- Conclude Study in 2025
- Share study results with stakeholders and begin publication process in 2025
- Use study as marketing and advocacy piece with major press in 2025

**F. ORGANIZATIONAL DEVELOPMENT**

**GOAL:**

Create infrastructure that maximizes the ability to deliver high quality programs in a sustainable way.

Benchmarks:

**a) Board Governance**

- Commit to effort to expand diverse leadership on board and increase representation of ARTZ communities in 2021.
- Establish recommended guidelines for individual member annual gifts that are sensitive to inclusion and diversity in 2021.
- Recruit 6 new members to the board in 2021.
- Recruit 3 additional new members to the board in 2022.

- Total number of board members should be 15 by 2025.
- Establish formalized orientation training for new board members and educational board governance training for all members, with an emphasis on cultural consciousness through policies and learning in 2021.
- Commit to changing any inequities in policies, programs, systems, and services.
- Commit to annual review of DEI policies and progress in 2021.
- Amend Bylaws to reflect commitment to DEI as an organization by 2022.

#### **b) Staffing**

- Ensure hiring policies and outreach venues maximize opportunities to recruit culturally diverse staff, including those historically underrepresented based on race/ethnicity, age disability, gender, gender identity, beginning in 2021.
- Hire two Program staff in 2021.
- Hire additional staff to support technology programming in 2021.
- Hire additional contract facilitator(s) for programs and initiatives in 2022.
- Hire support staff for entrepreneurship efforts in 2023.
- Hire two community-based facilitators for ARTZ in the Neighborhood projects in 2023.
- Hire support staff for marketing and fundraising in 2024.
- Hire additional contract facilitator(s) for initiatives in 2024.
- Hire development director in 2025.
- Hire additional contract facilitator(s) for initiatives in 2025.

#### **c) Fundraising**

- Use video interviews from strategic planning process; and ARTZ @ Jeff video interviews to solicit funds from donors in 2021.
- Create video-based campaign materials in-house to be used in tandem with graphic and print fundraising materials in 2022.
- Create relevant fundraising “campaign” materials for board members to use with their network including annual appeal to donors in 2022.
- Cultivate ongoing, sustainable relationships with funders new to ARTZ starting in 2022.
- Research regional and national foundations and approach two new ones for funding in 2022.
- *Board members to bring in 20% of new donors in 2021.*
- Increase individual donors by **10**, earning \$2000 in 2021.
- *Board members to bring in 30% of new and major donors in 2022.*
- Increase **major donors** by **2** earning \$10,000 in 2022.
- Increase individual donors by **12** earning \$2500 in 2022.
- *Board members to bring in 50% of new and major donors in 2023.*

- Increase **major donors** by **3** earning \$20,000 in 2023.
- Increase individual donors by **15** earning \$3000 in 2023.
- *Board members to bring in 50% of new and major donors in 2024.*
- Increase **major donors** by **5** earning \$30,000 in 2024.
- Increase individual donors by **30** earning \$6000 in 2024.
- *Board members to bring in 50% of new and major donors in 2025.*
- Increase **major donors** by **10** earning \$50,000 in 2025.
- Increase individual donors by **40** earning \$15,000 in 2025.

**d) Volunteers**

- Complete volunteer training videos in 2022.
- Commit effort to expand more diverse volunteer base by 50% annually starting in 2022.
- 10 new volunteers for ARTZ complete video training and 50% start working in 2022
- Establish volunteer program coordinator position (volunteer) in 2023.
- Additional 10 volunteers for ARTZ complete video training and 50% start working in 2023
- Additional 10 volunteers for ARTZ complete video training and 50% start working in 2024
- Additional 10 volunteers for ARTZ complete video training and 50% start working in 2025.

**e) Partners**

- Develop partners to support outreach and dissemination of ARTZ programs, activities, events, and opportunities for engagement.

**G. SOCIAL ENTREPRENEURSHIP**

**Goal:**

Tested tools and trainings provide a steady stream of income to ARTZ and expand its reach.

**Benchmarks:**

- Produce **9** ARTZ Kits to sell to 3 care communities and/or people living at home reaching estimated 60 people and earning \$900 in 2021.
- Produce **30** kits to sell to 10 care communities and/or people living at home reaching estimated 200 people and earning \$3,000 in 2022
- Produce **36** kits to sell to 12 care communities and/or people living at home reaching estimated 220 people and earning \$3600 in 2023
- Produce **45** kits to sell to 15 care communities and/or people living at home reaching estimated 300 people and earning \$4,500 in 2024
- Produce **60** kits to sell to 20 care communities and/or people living at home reaching estimated 360 people and earning \$6,000 in 2025

- Relaunch ARTZ Cards project in 2022.
- Trademark and establish protocols for ARTZ Cards in 2022.
- Complete production of first printing of ARTZ cards in 2023.
- Sell ARTZ cards online and through museum partners earning \$200 in 2024
- Sell ARTZ cards online and through museum partners earning \$400 in 2024
- Sell ARTZ cards online and through museum partners earning \$800 in 2025

## **ADDENDUM**

### **\*\*Program/Website Benchmarks**

- 1574 people in 2021
- 3000 people in 2022
- 3490 people in 2023
- 5,000 people in 2024
- 6,566 people in 2025

### **\*\*\*Projects and Initiatives Benchmarks**

- 1,426 people in 2021
- 2,000 people in 2022
- 2,510 people in 2023
- 3,000 people in 2024
- 3,434 people in 2025

**PROJECTED FINANCIALS 2021-2025 - ATTACHED**