

**IDAHO COMMISSION ON AGING  
STRATEGIC PLAN  
2009 – 2013**

**ICOA GOALS, OBJECTIVES, STRATEGIES AND OUTCOME MEASURES**

**Goal 1:**

**Make it easier for Idahoans in search of long term care information and options to access an integrated array of health and social supports.**

**Objectives:**

1. Successfully conclude the Aging Connections Pilot Project in northern Idaho, the demonstration project which has offered Idahoans a streamlined and efficient point of entry into aging and long-term care services.
2. Launch statewide a virtual aging and disability resource center, utilizing the successes and lessons learned from the Aging Connections Pilot Project.
3. Encourage Idahoans to plan for future long-term care well in advance of their need for it.
4. To utilize the ADRC tool to promote individual empowerment and creation of a seamless system of long term care supports which values community partners.

**Strategies:**

1. The Commission will continue to lead development and implementation of a web-based Aging and Disability Resource Center (ADRC) for Idaho to ensure all Idahoans, particularly older Idahoans (including those with developmental or physical disabilities), have easier access to information regarding health and long-term care options and to facilitate their making informed decisions.
2. Retool and enhance the website of the Commission on Aging to serve as the entry point for Idaho's virtual aging and disability resource center.
3. Promote the expansion of ADRC services, particularly options counseling, throughout Idaho's six area agencies on aging.

4. Continue to lead and support the AAAs' information and assistance programs as crucial resources and important points of contact for aging Idahoans.
5. Lead a grassroots collaborative effort to develop and implement an improved systems plan for long-term care services and supports in Idaho
6. Evaluate Idaho's long-term care system to identify gaps and opportunities for leadership, change, and improvement.
7. Widely disseminate information to raise awareness of the need for individuals to actively engage in planning and preparation for one's later years.
8. Assist health professionals, long-term care providers and others who work with the elderly to become well-informed about long-term care options so that they can provide accurate information and make appropriate referrals for individuals they identify as being in need of these services.
9. Promote enhanced information and assistance services to better support the independence of elderly individuals by simplifying their access to agencies and organizations which can address their needs.
10. Promote public awareness and support of grandparents and other relatives caring for children of absent parents due to substance abuse or other circumstances.
11. Quarterly Commission meetings will include discussion and evaluation whether the name of the Commission on Aging should be changed to reflect a broader focus on the full range of long term care issues.

**Outcome Measures:**

All Idahoans, including their informal support networks, have access to an Aging and Disability Resource Center, electronically, telephonically, or in person. 80% of participants who fill out evaluations will report that informational presentations, including group presentations, made by ICOA or AAA staff members, increased their knowledge about aging programs, resources and/or services. A long-term care systems report regarding Idaho's long-term care system is finalized, published, and distributed statewide. Commissioners will make a recommendation whether to modify the agency's name to better represent the agency's mission, vision, and values, and its role in leading systems change efforts in the long-term care system.

**Goal 2:**  
**Support individuals and families in their efforts to meet their long term care needs at home and in the community.**

**Objectives:**

1. Promote more responsible government by developing and expanding partnerships between Idaho's aging network and the disability community to increase clients' service options, enable consumer direction, and minimize silos or fragmentation of services.
2. Collect, develop, and disseminate information on the current availability of services to help aging Idahoans remain in their homes or the least restrictive environment.

**Strategies:**

1. Sponsor articles for publication by the local media to expand public dialogue, awareness, and understanding of aging issues.
2. Continue utilizing ICOA's program review forms; perform on-site reviews of home and community-based services to ensure quality.
3. Hold monthly conference calls with AAA Directors and gather feedback or ideas regarding innovations to best support family caregivers.
4. Continue support for the multi-agency coalition, focused on dementia capable services and caregivers, in southwestern Idaho to meet goals of effectiveness and sustainability.
5. Develop training programs and curriculum to better train Idaho's area agencies on aging in modernization of long term care support models.
6. Develop partnerships with Idaho's higher education institutions to collect and analyze data to evaluate the extent that our state's OAA and Idaho Senior Services Act (ISSA) programs result in public and private cost savings to our acute care health system.
7. Consult with leadership at the Idaho Association of Area Agencies on Aging during quarterly meetings to review and revise applicable statutes, administrative rules, program policies, operations manuals, and procedures to evolve an infrastructure that better supports availability of in-home services and consumers' control over service selection and choice of providers.
8. Research, evaluate, define, and document the menu of in-home and community-based long-term care services and supports available to aging and disabled Idahoans.

9. Provide informational materials to the AAAs; encourage them to make educational presentations throughout their program service areas.
10. Provide resources and support to AAAs to enable them to better inform and assist caregivers who provide critical services in their regions.
11. Encourage the evolutionary transformation of senior centers into community centers that can serve the needs of Idahoans of all ages.
12. Expand collaboration and outreach efforts to more effectively reach underserved populations (e.g., veterans, Native Americans, Hispanics and refugee populations)

**Outcome Measures:**

At least 90% of consumers, caregivers, and community partners surveyed through the year will indicate that our long term care programs are relevant and helpful in addressing their needs.

**Goal 3:**

**Empower older people to stay active and healthy through Older Americans Act and Idaho Senior Services Act services.**

**Objectives:**

1. Encourage older adults to engage in social and physical activity and healthy behaviors so they can live longer, maintain their quality of life, and participate in/contribute to their communities.
2. Increase volunteerism among mature adults in Idaho.
3. Create greater employment opportunities by connecting employers and mature adults.
4. Encourage employers in Idaho to adopt best employment practices to empower the aging workforce.
5. Increase statewide enrollment of mature adults in post-secondary education courses and lifelong learning opportunities.
6. Access American Reinvestment and Recovery Act resources on behalf of Idaho's mature workers.
7. Continue to develop partnering relationships with the mental health community.

## Strategies:

1. Facilitate informational presentations regarding OAA and ISSA services and benefits in the six regional program service areas.
2. Encourage AAAs to use and/or coordinate with evidence-based health promotion programs in their communities. Support those programs through Title III-D funding.
3. Continue working with the AAAs and SHIBA to ensure that preventive benefit information is available to all Idaho Medicare Beneficiaries through senior centers, doctors' offices, health fairs, and information and referral programs.
4. Collaborate with Idaho Department of Health and Welfare and other community partners to develop data and quantify the acute care health savings derived by implementation of Idaho's Chronic Disease Self Management Program.
5. Expand inter-agency and Aging Network partnerships to increase the use of chronic disease prevention and self-management programs and activities at the community level.
6. Endorse personal responsibility and independence by promoting role models who pursue healthy lifestyles.
7. Provide employment training and work experience to low-income older individuals desiring to enter or reenter the workforce.
8. Further refine our prioritization process for enrollment of eligible applicants into home and community based aging programs.
9. Support Idaho communities by utilizing SCSEP participants in non-profit organizations and government entities serving as SCSEP host agencies.
10. Increase SCSEP participants' economic independence and self-sufficiency by facilitating their successful exit from the program to unsubsidized employment.
11. Provide regular follow-up and supportive services to assure that SCSEP participants retain employment for a minimum of one year following placement.
12. Maintain a coordinated, collaborative relationship with Idaho's One-Stop Career system partners to maximize employment and training resources available to SCSEP participants and other older, unemployed individuals.
13. Increase employer awareness of the workplace value of older individuals.
14. Continue to represent the interests of unemployed, older individuals through staff support and participation on the Idaho State Workforce Council.

15. Promote the importance of life-long learning opportunities for Idaho's current and transitional workforce.
16. Develop a model to tap the hidden labor force of older individuals interested in employment.
17. Represent older Idahoans in statewide efforts to address mental health issues including, but not limited to, suicide prevention.
18. Continue participation and input as a board member on Idaho State Planning Council on Mental Health.

**Outcome Measures:**

A minimum of 80% of the core performance measures established for Idaho's SCSEP is achieved. A "Mature Worker ("Baby Boomer") Job Fair" model is developed and available for adaptation or replication in each of Idaho's PSAs. Make a presentation to the Mental Health Planning Council on ICOA services and agency collaboration.

**Goal 4:**  
**Ensure the rights of older people and**  
**prevent their abuse, neglect and exploitation.**

**Objectives:**

1. Support safeguards that protect vulnerable adults from abuse, neglect, and exploitation.
2. Support Idaho's statewide senior legal services delivery system.
3. Develop administrative innovations for Idaho's Ombudsman program to address needs resulting from the growth in long-term care or assisted living facilities.

**Strategies:**

1. Continue to administer statewide, standardized APS and Ombudsman programs and study alternative options for operational structure to determine, weigh or evaluate efficiencies and effectiveness.
2. Continue to collaborate and coordinate with other programs, agencies and entities that advocate, legislate or regulate for the purpose of protecting vulnerable adults from abuse, neglect, or exploitation.

3. Enhance data tracking systems that provide accurate statistics on the incidence of vulnerable adult abuse, neglect and exploitation, and document the investigation and referral processes.
4. Propose revision of applicable statutes, administrative rules and program policies/procedures to empower the Idaho Commission on Aging and the APS/Ombudsman Units to more effectively administer and provide services.
5. Enhance initial and on-going training requirements for adult protective services workers and sub-state ombudsmen.
6. Continue to serve on committees designed to educate and share information and resources regarding abuse, neglect, and exploitation of vulnerable adults.
7. Continue to support the Idaho Senior Legal Hotline (1-866-345-0106 or Español 1-866-954-2591).
8. Continue to collaborate with ILAS to expand the Senior Legal Forms Library.
9. Strengthen partnerships to enhance coordination, collaboration and funding among Idaho's senior legal services delivery system providers and consumers to enable more clients to be served more effectively and at lower cost.
10. Continue implementation of an integrated, statewide, legal services delivery system that efficiently serves larger numbers of low-income Idaho seniors and related social service organizations.
11. Continue to analyze the legal needs of older Idahoans, particularly those who are low-income, rural, or members of a minority.
12. Promote outreach efforts to provide public information on senior legal services.
13. Encourage the development of a Volunteer Ombudsman Program within each PSA-level Ombudsman Program.
14. Develop a standardized set of policies and procedures to organize the volunteer ombudsman system throughout the state.
15. Implement efficient data collection protocols for volunteer ombudsmen.
16. Initiate a certification process for all ombudsmen that will include orientation, training and requirements for continuing education.

## **Outcome Measures:**

Response within the statutory timeframe occurs in 90% of APS complaints. Post newly available legal assistance forms to the Senior Legal Forms Library hosted on ILAS's website. 100% of all volunteers trained as Ombudsmen will be trained to follow the state volunteer policies and procedures manual and will be certified.

## **Goal 5: Promote an effective and responsive management structure.**

### **Objectives:**

1. Reorganization of agency staffing to better support federal and state modernization efforts in long term care services.
2. Revise the agency mission and vision statements to better reflect an agency focused on long term care systems modernization measures and partnerships with other agencies serving people with disabilities, regardless of age.
3. Promote and implement state-of-the-art management practices, including the use of information management and data gathering/reporting software, within ICOA and the Aging Network.

### **Strategies:**

1. Design a training and education component of the organizational structure and a long term care policy component, while maintaining organizational support for existing program operations.
2. Form an agency executive committee which will meet weekly.
3. Hold regular meetings for all ICOA staff, and one annual planning retreat for unit managers.
4. Each unit chief will hold regular inter-unit meetings to facilitate improved communication.
5. Work with Governor's office/DFM to implement zero based budgeting.
6. Utilize quarterly Commission meetings to develop the revised mission and vision statements.
7. Utilize quarterly Idaho Association of Area Agencies on Aging meetings to review and develop necessary changes or modifications to program operation manuals to strengthen systems.

8. Through advocacy, planning, coordination, inter-agency linkages, information sharing, brokering, monitoring, and evaluation, lead the way in developing and enhancing a comprehensive and coordinated system of community care.
9. Seek funding for innovative programs that benefits seniors, caregivers, and persons with disabilities.
10. Provide updated and ongoing training and technical assistance to the AAAs so they may continue their role as senior planning and service leaders at the grassroots level.
11. Develop and adopt cost-saving measures at the ICOA and encourage regional area agency partners to do likewise.
12. Maintain an aging network structure that fully complies with federal and state requirements.
13. Develop and implement comprehensive training programs for AAA directors and staff to enhance their understanding of requirements set forth in the OAA, ISSA, and the related regulations, rules, policies, and procedures.
14. Collaborate with AAAs to develop program policies and procedures that encourage streamlined and efficient delivery of services (e.g., efficient assessment of program participants).
15. Perform on-site reviews of Older Americans Act and Idaho Senior Services Act-funded programs to assure compliance with legal mandates and established policies.
16. Conduct annual fiscal reviews of AAAs to assure compliance with legal mandates and established policies.
17. Provide clear and concise reporting of program/service details required for the annual NAPIS report through maintenance of a uniform format for tracking and reporting clients and service units across all aging programs/services available in Idaho.
18. Work with AAAs to establish service objectives and to ensure that resources are maximized and services are targeted to those with the greatest need.
19. Work with AAAs, other units of state government, and local service providers to expand and increase services and programs as new funding streams are identified and tapped.
20. Provide training and technical assistance to support aging network programs/services, contracts development, financial management, grants management and data reporting.

21. Establish a policy to base fiscal reimbursement on compliance with requirements for data gathering and reporting.
22. Assist Aging Network providers to develop and revise comprehensive management tools which support State and Federal data collection requirements, community collaboration efforts, and coordination toward a multidisciplinary supportive services system.
23. Standardize data collection methodology for a statewide tracking system that provides accurate statistics, service history, assessments, and caregiver information to increase insight into the diverse needs of Idaho's aging population, including the needs of family caregivers.
24. Maintain management and support staff at adequate levels to conduct agency operations.
25. Utilize a legislative funding priority-setting process to identify funding needs and facilitate legislative requests.
26. Facilitate staff's ongoing training to maintain knowledge and competency in regard to changing technology. Incorporate anticipated technological advances and trends into planning for current and future needs.
27. Begin implementation of the agency's zero-based budgeting plans.
28. Develop and implement trip reduction strategies that support the Governor's trip reduction policies.

**Outcome Measures:**

Revisions to the organizational structure will be implemented by December 1, 2009. Revised mission and vision statements will have been created and adopted. All program operation manuals will have been reviewed and revised. All six regional area agency partners achieve uniform client and unit reporting. 90% of all aging programs reviewed during the year through on-site reviews of three AAAs are found to be substantially in compliance with governing laws, rules, regulations, policies and procedures. 90% of all fiscal programs reviewed during the year through on-site reviews of six AAAs are found to be substantially in compliance with governing laws, rules, regulations, policies and procedures.