



STRATEGIC PLAN

For the Fiscal Years Ending June 30, 2020 – June 30, 2023

Submitted July 1, 2019

Signed:

A handwritten signature in black ink that reads "Judy B. Taylor". The signature is written in a cursive style with a horizontal line underneath the name.

Judy B. Taylor, Administrator
Idaho Commission on Aging

Idaho Commission on Aging

Mission

Lead system creation and network coordination to support Idahoans as they age.

Vision

Idahoans have an informative, visible, reliable and accessible support system as they age.

Values

- **Consumer Focus** – *responsive, self-determination*
- **Best Business Decision** – *cost effective, sustainable*
- **Integrity** – *transparency, courage, accountability*
- **Continual Improvement** – *proactive, evidence based*
- **Teamwork and Partnerships** – *advocacy, optimism*
- **Respect** – *culturally appropriate, voice and choice*

KEY EXTERNAL FACTORS:

- State and Federal legislation can impact programs administered by the Idaho Commission on Aging (ICOA).
- Additions or reductions in federal appropriations or program mandates are unpredictable and directly impact the activities and expenditure plans of the Commission.
- Expansion of the aging population increases the demand for aging services, which impacts the quantity and diversity of these services.
- The percentage of older Idahoans with chronic diseases place many at risk for early institutionalization.
- The availability of unpaid caregivers, local personal service vendors, and community level assisted living beds impact the percentage of older Idahoans able to age in place.
- Rising cost of living, and individual level of retirement savings, impact the affordability of independent community living.
- The increased percentage of older Idahoans will drive increases in Alzheimer's and related dementias.

OPERATING PHILOSOPHY

ICOA leads the planning, evaluation, administration, and ensures compliance of federally funded programs under the Older Americans Act (OAA) and state funded programs under the Idaho Senior Services Act (SSA). ICOA plans, coordinates, and promotes a statewide program of services designed to address the present and future needs of Idahoans, and coordinates opportunities for individuals to access private and public pay, long-term care, and support services. ICOA plays the lead role in designing the evolution of current programs to meet future needs. To discharge that duty effectively, Goal 1 of the strategic plan is to “Support Idahoans to live independent and healthy lives in the communities of their choice” with a focus on supporting family caregivers and creating dementia capable services; Goal 2 is to “Promote safety, self-determination and dignity for seniors and vulnerable adults” with an emphasis on improving Adult Protective Services (APS), and Goal 3 is to “Champion an effective and efficient community-based aging service network” through building resources on aging issues.

STRATEGIC PLAN: GOALS, OBJECTIVES, STRATEGIES, PERFORMANCE MEASURES AND BENCHMARKS

ICOA's Senior Services State Plan identifies Goals, Objectives and Strategies and sets the direction for senior services in Idaho. The six Area Agencies on Aging (AAAs) must base their local Area Plans on the ICOA State Plan and identify local strategies to help meet those goals. In contrast, this strategic plan focuses on commission level activities that are larger than these localized plans, and represent projects requiring a state or national level of leadership. Both the state and strategic plan utilized demographic data from the 2010-2016 American Community Survey and Idaho's Vital Statistics along with client demographics

from the ICOA management information system. ICOA also used the 2016 Needs Assessment prepared by Idaho State University, the Caregiver Needs and Respite Capacity Report, ADRC Assessment, the Senior Capacity Legal Assessment and the Idaho's Lifespan Family Caregiver Action Plan to address long-term care service needs. All financial program data was collected by ICOA's fiscal officer.

CYBERSECURITY UPDATE

As a technology customer of the Office of Information Technology Services (ITS) in the Governor's Office, we are using the cybersecurity systems and technical expertise in ITS to fulfill requirements related to Executive Order 2017-02. Staff from ITS briefed the NIST Core Framework, CIS Controls 1-5, and their plan for adoption of the NIST Cybersecurity Framework. We participate in DHR and ITS administered cybersecurity training, as awareness is a critical component of an effective cybersecurity program. As briefed by ITS staff, implementation of the CIS Controls 1-5 will be their responsibility for the systems they operate and, as technological tools applied to the computer systems, largely invisible to us as a customer. ITS, working through the multi-agency Incident Response Task Force, has developed an Incident Response Program in support of our agency.

RED TAPE REDUCTION ACT IMPLEMENTATION

The process of modifying ICOA IDAPA rules began with the 2018 legislature and the updating of the Long-Term Care Ombudsman program. In 2019, ICOA updated Adult Protective Services Statutes. Then, in January of 2019, Governor Little announced Executive Order Number 2019-02, The Red Tape Reduction Act. At that time, the ICOA began to design, plan, and implement a complete review, analysis, and update to IDAPA rules on an accelerated time frame to meet the objectives of the Red Tap Reduction Act. To date the following has taken place:

1. Timeline and schedule were developed.
2. A log was created to track the Red Tape Reduction Act requirements.
3. An internal review process was developed and implemented.
4. ICOA staff participated in DFM Trainings and ICOA Leadership met with DFM staff.
5. An external review process was developed.
6. ICOA contributed to the Omnibus bill for session 2020.

The ICOA has developed an external rule review process to gather direct input and commentary from the Area Agencies on Aging and the ICOA Commissioners. In addition, as required, the ICOA will post all rules changes online for public input and comment.

ICOA IDAPA rules work in conjunction with a larger conceptual framework and instrument hierarchy including: State and Federal Statutes, the ICOA Program Manual, ICOA Contracts, and the ICOA Management Information System. Together this system provides guidance and oversight to ICOA's contractual aging network.

Strategic Goal 1:

Support Older Idahoans to live independent and healthy lives in the communities of their choice.

Objectives:

1. Lead the state in activities to prevent early institutional placement.
 - a. Facilitate caregiver resiliency.
 - b. Support care transitions.
 - c. Promote consumer direction.
 - d. Engage consumers around long-term care planning.
2. Maximize resources through collaboration and information sharing.
 - a. Coordinate with no-wrong-door network partners.
 - b. Collaborate with health care professionals.
 - c. Establish and promote relationships with Critical Access Hospitals (CAHs).
3. Increase dementia capabilities in Idaho's aging network.
 - a. Create Dementia Capable tools and training.
 - b. Establish ICOA's website as a reliable resource.

Performance Measure	Benchmark
Develop Caregiver program improvement plan with stakeholder input.	Implement two Caregiver program improvements annually. ¹
Develop Respite program improvement plan with stakeholder input.	Implement two Respite program improvements annually. ¹
Identify information needed to plan for long-term care.	Provide five educational opportunities in SFY20. ²
Increase access to evidence based resources and supports.	Update care transition resources and training materials on ICOA's website quarterly. ³
Develop Dementia Capable program improvement plans with stakeholder input.	Implement two Dementia Capable program improvements annually. ¹
Develop social media improvement plan with stakeholder input.	Implement two social media improvements annually. ¹
Develop consumer directed model.	Pilot a consumer directed model in one AAA by end of SFY20. ⁴
<ol style="list-style-type: none"> 1. Implementing improvements to senior services by addressing identified gaps. 2. Five presentations is a reach goal that exceeds standard quarterly offerings. 3. Quarterly updates are sufficient to keep content current. 4. A successful pilot will identify best practices that can be replicated throughout Idaho. 	

Strategic Goal 2:

Promote safety, self-determination and dignity for seniors and vulnerable adults.

Objectives:

1. Identify safety trends negatively impacting seniors in Idaho.
 - a. Represent interests of older Idahoans related to opioid issues.
 - b. Represent interests of older Idahoans related to suicide issues.
 - c. Represent interests of older Idahoans related to mental health.
 - d. Represent interests of older Idahoans related to unwarranted or over-reaching guardian and conservatorships.
2. Lead the state in activities to increase protective factors/safety for vulnerable adults.
 - a. Identify optimal Adult Protective Services model.
 - b. Include supportive decision making as a component in existing senior service delivery models.
 - c. Facilitate community involvement including employment.
3. Advocate for the rights of seniors who are in assisted living and skilled nursing facilities.
 - a. Maintain visibility in local licensed facilities.
 - b. Increase quality of resident experience.

Performance Measure	Benchmark
Provide representation on the Idaho Suicide Prevention Council.	Attend three of four Suicide Prevention Council meetings in SFY20. ¹
Participate in Supreme Court guardianship and conservatorship committee.	Attend three of four meetings in SFY20. ¹
Participate in the development of statewide taskforce to address opioid addictions in Idaho.	Represent at 3 of 4 taskforce meetings in SFY20. ¹
Develop Legal Aid program improvement plans with stakeholder input.	Implement two Legal Aid program improvements annually. ²
Develop SMP/MIPPA program improvement plan with stakeholder input.	Implement two SMP/MIPPA program improvements annually. ²
Develop Transportation program improvement plan with stakeholder input.	Implement two Transportation program improvements annually. ²
Develop Senior Community Service Employment Program improvement plan with stakeholder input.	Implement two Senior Community Employment Program improvements annually. ²
Develop Adult Protective Services program improvement plan with stakeholder input.	Implement two Adult Protective Services program improvements annually. ²
Develop Ombudsman program improvement plan with stakeholder input.	Implement two Ombudsman program improvements annually. ²

Promote resident council influence for facility staff and administration.	Each local Ombudsman will participate in a minimum of six resident council meetings annually. ³
Provide educational presentations.	Each local Ombudsman will provide a minimum of six educational presentations. ³
<ol style="list-style-type: none"> 1. Having at least a 75% attendance rate continues positive coordination and collaboration to address identified/trending issues. 2. Implementing improvements to senior services by addressing identified gaps. 3. This represents a stretch goal of 2 additional events over standard quarterly participation. 	

Strategic Goal 3:

Champion an effective and efficient community-based aging service network.

Objectives:

1. Establish ICOA as the center of excellence.
 - a. Invest in Commissioners as local aging experts.
 - b. Develop ICOA staff expertise.
2. Facilitate accurate and complete state plan development.
 - a. Promulgate statute and rules to support effective operations.
 - b. Implement process improvements to support evolving program needs.
 - c. Manage Older Americans Act and Idaho Senior Service Act compliance.
 - d. Collect comparative Census and service delivery data.
3. Promote public trust in the Commission.
 - a. Increase presence at community events.
 - b. Develop engaging marketing materials.
4. Ensure Home and Community Based programs align with national best practices.
 - a. Perform audits of contractors.
 - b. Participate in national education and conversations.

Performance Measure	Benchmark
Develop educational presentations to address trends and issues affecting the aging population.	Provide 12 presentations annually. ¹
Develop new outreach materials.	Print and distribute four by end of FY2020. ²
Develop Data and Reporting program improvement plan with stakeholder input.	Implement two Data and Reporting program improvements annually. ³
Develop Fiscal program improvement plan with stakeholder input.	Implement two Fiscal program improvements annually. ³
Develop annual agency report with transparent financial and service delivery data.	Presented to Governor first working day of December. ⁴

Develop Nutrition program improvement plan with stakeholder input.	Implement two Nutrition program improvements annually. ³
Develop Health Promotion Disease Prevention program improvement plans with stakeholder input.	Implement two Health Promotion Disease Prevention program improvements annually. ³
Develop Homemaker program improvement plan with stakeholder input.	Implement two Homemaker program improvements annually. ³
<ol style="list-style-type: none"> 1. Twelve presentations represents a continuous focus on education. 2. This is an ongoing effort to inform stakeholders and the public about services and trends to short-term or long-term aging needs, surpassing the SFY 19 level by 75%. 3. Implementing improvements to senior services by addressing identified gaps. 4. Annually provide the Governor and State Legislator a report outlining the state of aging in Idaho. 	