



STRATEGIC PLAN

For the Fiscal Years Ending June 30, 2023 – June 30, 2026

Submitted June 30th, 2022

A handwritten signature in black ink that reads "Judy Taylor".

Signed:

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Director
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.
- Increasing population expansion of the aging 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 especially related to housing, 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.
- Natural or man-made incidents including pandemics such as COVID-19 may disrupt normal program delivery.

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 the evolution of current programs to meet future needs. To discharge that duty effectively we have 3 Strategic Goals:

- Goal 1 - *Support Idahoans to live independent and healthy lives in the communities of their choice*, with a focus on increasing food security and nutrition, supporting family caregivers and creating dementia capable services.
- Goal 2 - *Promote safety, self-determination and dignity for seniors and vulnerable adults*, with an emphasis on transitioning Adult Protective Services (APS) to a prevention model with evidence-based interventions, preventing overreaching guardianships, and promoting autonomy and choice by allowing clients to direct their own services.
- Goal 3 - *Champion an effective and efficient community-based aging service network*, through promoting resources on aging issues, building coalitions to increase access and efficiency, and strengthening community level senior centers as access points.

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 plans utilized demographic data from the 2014-2018 American Community Survey and Idaho’s Vital Statistics along with client demographics from the ICOA management information system when originally developed. ICOA also used the 2019 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. ICOA updates demographics yearly with assistance from the Idaho Department of Labor.

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. Increase awareness of long-term services and supports in lieu of institutional placement.
 - c. Promote consumer direction to increase services to marginalized populations.
 - d. Engage consumers around successful aging.
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 information, training, and education resource.
 - c. Fully support and participate with State Dementia planning efforts.

Performance Measure	Benchmark
Develop annual Caregiver program improvement plan with stakeholder input.	Implement one Caregiver program improvements annually.
Develop annual Respite program improvement plan with stakeholder input.	Implement one Respite program improvements annually.
Identify information needed for successful aging.	Provide eight awareness campaigns on social media.
Provide education, outreach, and develop relationships with transition planners.	Meet with at least six transitional planners across the State.

Develop annual Dementia Capable program improvement plans with stakeholder input.	Implement one Dementia Capable program improvements annually.
Develop annual social media improvement plan with stakeholder input.	Implement one social media improvements annually.
Implement consumer directed programs.	Implement 2 additional consumer directed programs.

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.
 - d. Increase client centered planning opportunities.
 - e. Promote social isolation and loneliness prevention education and awareness.
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.
 - c. Facilitate excellence in the direct care workforce.
 - d. Support the development of Family Councils in Assisted Living and Skilled Nursing Facilities across the state.

Performance Measure	Benchmark
Provide representation on the Idaho Suicide Prevention Council.	Attend 75% of all scheduled Suicide Prevention Council annually.
Participate in Supreme Court Guardianship and Conservatorship committee.	Attend 75% of all scheduled meetings in annually.
Attend the Opioid and Substance Use Disorder Advisory Group bimonthly meetings.	Attend 75% of all scheduled meetings annually.
Develop annual Legal Aid program improvement plans with stakeholder input.	Implement one Legal Aid program improvements annually.
Develop annual SMP/MIPPA program improvement plan with stakeholder input.	Implement one SMP/MIPPA program improvements annually.
Develop annual Transportation program improvement plan with stakeholder input.	Implement one Transportation program improvements annually.
Develop annual Senior Community Service Employment Program improvement plan with stakeholder input.	Implement one Senior Community Employment Program improvements annually.
Develop annual Adult Protective Services program improvement plan with stakeholder input.	Implement two Adult Protective Services program improvements annually.

Develop annual Ombudsman program improvement plan with stakeholder input.	Implement one Ombudsman program improvements annually.
Promote improvements in assisted living and skilled nursing facilities.	Each local Ombudsman will participate in six resident council meetings in their assigned facilities.
Engage in the development of family councils in skilled nursing facilities and assisted living facilities across the state.	Development and implementation of 1 new family council annually in each PSA.
Provide educational presentations.	Each local Ombudsman will provide a minimum of six educational presentations to the community, agencies, and facility staff.
Promote statewide awareness of the ombudsman program.	Each local Ombudsman program will participate in the annual Residents' Rights month campaign in their communities, through staff, resident and community education and media.
Develop social isolation and loneliness program.	Provide three outreach, marketing, and/or education events to promote the program.

Strategic Goal 3:

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

Objectives:

1. Establish ICOA as the center of excellence for aging issues.
 - a. Invest in Commissioners as local aging experts.
 - b. Develop ICOA staff expertise.
 - c. Promote excellence in leadership skills and business acumen for AAA Directors.
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, and take appropriate action.
 - 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.
Develop new outreach materials.	Print and distribute four by end of SFY2023.

Develop Data and Reporting program improvement plan with stakeholder input.	Implement one Data and Reporting program improvements annually.
Develop Fiscal program improvement plan with stakeholder input.	Implement one Fiscal program improvements annually.
Develop annual agency report with transparent financial and service delivery data.	Presented to Governor first working day of December.
Develop Nutrition program improvement plan with stakeholder input.	Implement one Nutrition program improvements annually.
Develop Health Promotion Disease Prevention program improvement plans with stakeholder input.	Implement one Health Promotion Disease Prevention program improvements annually.
Develop Homemaker program improvement plan with stakeholder input.	Implement one Homemaker program improvements annually.
Promote business acumen education and information.	Provide two enduring education opportunities to increase business acumen.