



Commission on Aging

www.aging.idaho.gov

Covering State Fiscal Years: 2025-2028

Strategic Plan



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Executive Summary

The Commission on Aging is directed in Chapter 50, Idaho Code 67-5005, the Idaho Senior Services Act, to create a *coordinated, efficient, and effective* network of community-based services designed to support older Idahoans to age in place in their communities of choice, avoiding institutionalization for as long as possible. In this context I am pleased to submit this strategic plan to cover the state fiscal years 2025-2028. Each of our core functions have an objective to complete in 1 to 4 years' time a performance improvement project (PIP) that increases *coordination* through new partnerships and access, increases *effectiveness* through quality improvements, or closes a gap or pain point for our providers or the people we serve, increasing *efficiency*.

We also utilize a “No Wrong Door” philosophy meaning we strive to provide the information and resources older Idahoans and our caregivers need on the first contact. We do this through our program the Aging and Disability Resource Center which is an organized network of educated partners who provide needed services to support aging in place across Idaho.



We engage in constant environmental scanning to anticipate and prepare for both positive emerging best practices, but also challenges that may impact our ability to fulfill our mission.

Identified 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.
- The aging baby boomers increase the demand for aging services, which impacts the quantity and diversity of these services.
- The percentage of older Idahoans with chronic diseases places many at risk for early institutionalization.
- The availability of unpaid caregivers, local direct care workers, and community level assisted living beds impact the percentage of older Idahoans able to age in place.
- Rising cost of living especially related to food and housing, and individual level of retirement savings, impact the affordability of independent community living.

- The increased percentage of older Idahoans will drive increases in dementia and Alzheimer’s disease.
- Natural or man-made incidents including pandemics such as COVID-19 may disrupt normal program delivery.
- Lack of internet access inhibits capitalizing on emerging service delivery models.
- Idaho communities vary widely in their age and dementia friendly characteristics.

Strategic Plan Context

ICOA is by law a planning agency. We employ a rigorous planning methodology, with everyone involved in planning throughout the aging network, using the same training, vocabulary, and approved tools.

Mandatory training:

[ICOA Planning Process](#)

[ICOA Staff Planning Manual](#)

Mandatory Planning Manual for Area Agencies:

[ICOA Planning Manual – AAA Area Plans](#)

We are also outcome based with every strategic activity on the local and state level assigned to a specific individual and tracked and reported in writing at our quarterly ICOA Commissioner’s meetings, and with a live annual presentation on the completed fiscal year at every November Commissioners’ meeting.

Report Template:

[Outcome Tracking Report](#)

In addition, in compliance with Idaho code, ICOA submits to the governor by December 1st a comprehensive Annual report encompassing services delivered, outcomes, and funds expended across all programs and areas.

[SFY 2023 Annual Report](#)

Annual reports dating back to 2017 are available on our website.

ICOA is executing the final year of our Idaho State plan on Aging and is currently conducting outreach and environmental scanning for our new 4-year plan that is due to the Administration

for Community Living on October 1st of 2024. In an effort to stay in alignment with this deep and comprehensive document, this year’s strategic plan has some shared metrics that appear in the State Plan for Aging 2024-2028.

Also supporting ICOA’s strategic plan and State plan for aging are our 6 Area Agencies on Aging local plans which address local needs and gaps.

North Idaho

[AAA 1 Local Plan](#)

[AAA 2 Local Plan](#)

South Idaho

[AAA 3 Local Plan](#)

[AAA 4 Local Plan](#)

East Idaho

[AAA 5 Local Plan](#)

[AAA 6 Local Plan](#)



Strategic Plan

Idaho Commission on Aging Mission Statement

Transform the aging experience by leading planning, policies, partnerships, and programs, that honor choices and increase well-being for Idahoans as we age.

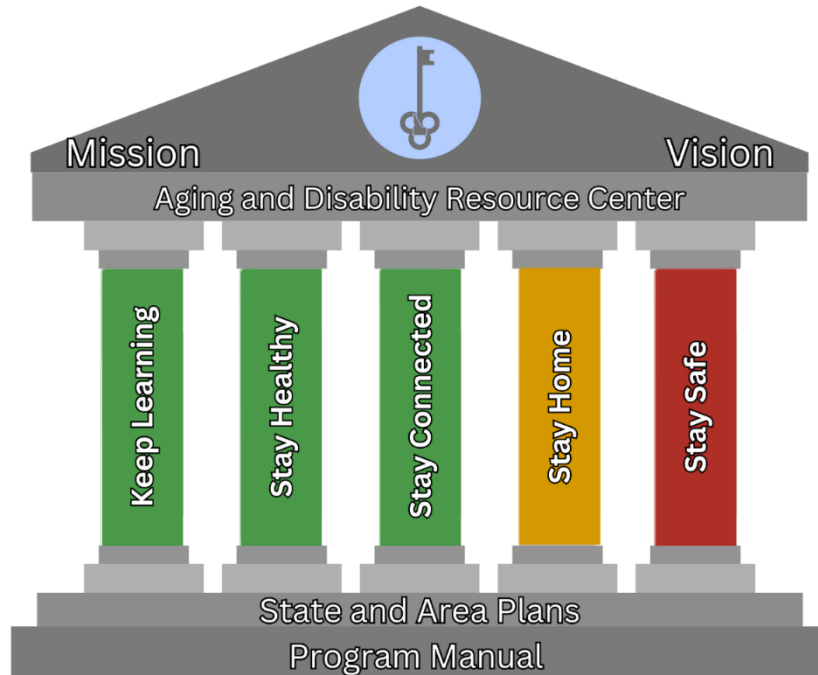
Idaho Commission on Aging Vision Statement

Idahoans make informed choices to age well and live well.

Idaho Commission on Aging Values

- **Service** – responsive, empathetic, targeted
- **Sustainability** – efficient, adaptable, preventative
- **Excellence** – problem solving, innovative, resourceful
- **Advocacy** – courage, optimism, collaboration
- **Integrity** – trustworthy, accountable, transparent

Our strategic plan is color coded reflecting how our programs are organized, with **Green** representing programs providing primary prevention, **Yellow** representing programs providing secondary prevention, and **Red** demonstrating programs providing tertiary prevention. **Blue** represents ICOA as an agency.



The Philosophy of our strategic plan is constant improvement. Goals and Objectives describe the desired strategic outcome, while Performance Improvement Projects (PIPs) provide the specifics. Performance Improvement Projects address our identified **Critical Success Factors**.

Critical Success Factor One: Activities designed to increase transparency, accountability, or efficiency throughout the aging network operations.

Critical Success Factor Two: Increase outreach and access to reach those most at risk for institutionalization.

Critical Success Factor Three: Closure of stakeholder identified gap in program delivery or service quality.

Critical Success Factor Four: Identify and implement new partnerships that expand the reach of our current programs.

All projects are designed to be completed over a 1–4-year period and each ICOA program and support function has multiple PIPs in process. Progress and completion of PIPs is monitored monthly by the leadership team, reported quarterly to our Commissioners, and form the backbone annual performance evaluations for each employee.

Demonstrates Administrative Excellence

Promote excellence and innovation throughout the aging network to meet the diverse needs of older Idahoans and our caregivers.

Programs: Executive Leadership, Finance, Data Integrity, Administrative Operations, Planning, Network Audit and Oversight, Internal and External Communication.

Critical Success Factor One: Activities designed to increase transparency, accountability, or efficiency throughout the aging network operations.

Objectives:

- Establish ICOA as the center of excellence for aging issues.
- Facilitate accurate and complete state plan development.
- Promote public trust in the Commission.
- Ensure Home and Community Based programs align with national practices.
- Increase accountability and transparency of ICOA programs.

Activity: Create and administer a New State Plan using the approved ICOA planning methodology.

Performance Measure: Tracked by each program specialist in their outcome tracking form and reported quarterly to the ICOA Commissioners.

Target: 80% of all performance measured on track at end of SFY.

Aging: So Cool, Everyone's doing it!

Keep Learning

Idahoans are empowered with the confidence and tools to thrive through the journey of aging.

Programs: Website, Online Classes, Social Media Outreach, Newsletter, Senior Medicare Patrol

Critical Success Factor Two: Increase outreach and access to reach those most at risk for institutionalization.

Critical Success Factor Four: Identify and implement new partnerships that expand the reach of our current programs.

Objective: Equip family and direct care workers with needed knowledge and skills
Increase top of the mind awareness of ICOA as a resource for healthy aging.
Provide and promote evidence-based information to facilitate healthy lifestyle choices.

Performance Measure: Tracked by each program specialist in their outcome tracking form and reported quarterly to the ICOA Commissioners.

Activity: Deliver targeted education to increase community organizations and state and local service providers abilities to serve older Idahoans.

Target: 12 educational sessions provided annually.

Free Training Courses For Respite Providers

- Stay at Home**
Fortify your ability to remain independent at home
- Stay Healthy**
Maximize your ability to enjoy life
- Stay Safe**
Enhance your security now and later
- Stay Connected**
Plans and decisions for successful aging
- Find Nearby Services**
Find your area and click
- Keep Learning**
Successful people never quit learning. Caregivers deserve reliable and helpful information. When you take one of our FREE self-paced courses you will gain tips and skills that increase your abilities and confidence.
Click HERE to go to our Stay Educated page and begin your journey to becoming a more skilled and confident care partner.

Stay Healthy

Idahoans are inspired to choose lifestyles that promote health and well-being.

Programs: Congregate Meals, Chronic Disease Self-Management Classes, Health Promotion Classes, Fall Prevention Coalition

Critical Success Factor Two: Increase outreach and access to reach those most at risk for institutionalization.

Critical Success Factor Three: Closure of stakeholder identified gap in program delivery or service quality.

Critical Success Factor Four: Identify and implement new partnerships that expand the reach of our current programs.

Objectives:

- Distribute accurate, reliable information to communities, partners, and stakeholders that addresses specific needs and targets at-risk and under-served populations.
- Educate communities about available services and resources within the aging network.
- Engage with communities and partners to offer activities that further the health and safety of Idahoans.

Activity: Senior Centers are supported as focal sites across the state.

Performance Measure: Annual survey

Target: 90% of Senior Centers surveyed report support from ICOA is very helpful or helpful.



Stay Connected

Idahoans are connected to the people, programs, and services they need to facilitate the highest quality of life.

Programs: Information and Assistance, Aging and Disability Resource Center, Loneliness Reduction

Critical Success Factor Two: Increase outreach and access to reach those most at risk for institutionalization.

Critical Success Factor Three: Closure of stakeholder identified gap in program delivery or service quality.

Critical Success Factor Four: Identify and implement new partnerships that expand the reach of our current programs.

Objectives:

- Increase public awareness surrounding social isolation and loneliness and its impact on the population of Idaho.
- To collaborate efforts and have the largest impact possible in alleviating loneliness for all Idahoans.
- Educate our community and target audiences on services and resources available to them within the aging network.
- Proactively engage in opportunities that help drive ICOA's mission and vision statements.
- Focus on community needs and distribute information that is beneficial, accurate, and intentional.

Activity: Integrate new partners into the Aging and Disability Resource Center (ADRC) to increase visibility and reach of ICOA programs.

Performance Measure: Meeting agendas and minutes.

Target: 3 new partners who participate in at least 50% of meetings.



Stay Home

Idahoans are supported to live independent and healthy lives in the communities of their choice.

Programs: Home Delivered Meals, Caregiver Support, Community Care Management, Homemaker, Chore, Transportation, Dementia Capability, Senior Employment, Medicare Improvement, Commodity Supplemental Food Program

Critical Success Factor Two: Increase outreach and access to reach those most at risk for institutionalization.

Critical Success Factor Three: Closure of stakeholder identified gap in program delivery or service quality.

Critical Success Factor Four: Identify and implement new partnerships that expand the reach of our current programs.

Objectives:

- Lead the state in activities to prevent early institutional placement.
- Maximize resources through collaboration and information sharing.
- Increase dementia capabilities in Idaho's aging network.

Activity: Facilitate the successful implementation of the Idaho Alzheimer's and Related dementia's (ADRD) State Plan.

Performance Measure: Workgroup tracking and goal sheet maintained at the department of health and Welfare Public Health Bureau.

Target: 80% of assigned activities are on track or target at the end of the SFY.



Stay Safe

Idahoans promote resiliency, self-determination, and dignity for older and vulnerable adults.

Programs: Office of the State Ombudsman, Adult Protective Services, Legal assistance

Critical Success Factor Two: Increase outreach and access to reach those most at risk for institutionalization.

Critical Success Factor Three: Closure of stakeholder identified gap in program delivery or service quality.

Critical Success Factor Four: Identify and implement new partnerships that expand the reach of our current programs.

Objectives:

- Identify safety trends negatively impacting older adults in Idaho.
- Lead the state in activities to increase protective factors/safety for vulnerable adults.
- Advocate for the rights of older adults who are in assisted living and skilled nursing facilities.

Activity: Decrease variability across the state in the delivery of Adult Protective Services.

Performance Measure: Compliance review toolkit and outcome tracking sheet.

Target: 75% of all items monitored during in person or desk reviews are in compliance with ICOA standards.

