

# ARIZONA'S AGING 2020 PLAN

October 2006

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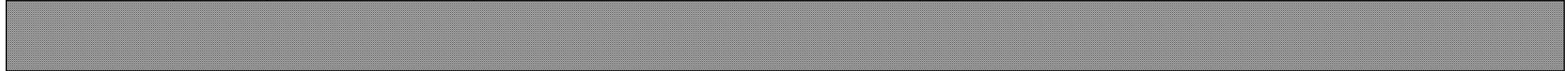


					AHCCCS and DES, AHCCCS requested \$175,000 to develop the necessary systems and operational requirements to share demographic information about TANF, Food Stamp, and Medicaid recipients with like-minded states. This is in an effort to increase the accuracy of eligibility determinations for public assistance programs and decrease the potential for improper payments from state and federal tax dollars. Awards will be announced in 08-2006.
b.	Review and revise the AHCCCS Web site to ensure its suitability for an aging population.	AHCCCS		Ongoing	The AHCCCS Webmaster, in collaboration with stakeholders, reviews and updates the website as appropriate.
c.	Continue to implement Web-based strategies for collecting and providing licensing and vital records information.	ADHS	GITA	Estimated completion by 12/06 for all Licensing programs.	Project Kick-off conducted 10/20/05; workgroup meeting in Nov. 05 to launch e-licensing for Special Licensing as first phase.
d.	Develop One-Stop Resource Centers across the state to make it easier to access information on a variety of aging-related topics, issues, and services.	DES, GACA, AHCCCS	Area Agencies on Aging (AAAs)	9/30/2005 - 9/29/2008	DES in partnership with AHCCCS, GACA and community partners applied for and were awarded a grant for the Aging & Disability Resource Center to develop a virtual one-stop resource center. Agencies are now collaborating to implement the grant.  <b>June 2006</b> ADRC Steering Committee met on 7/5/06. The Committee is comprised of various representatives from state government and community organizations. Key partners for the project are DDD,

					AHCCCS, AAAs, and ABIL. The ADRC Steering Committee will be responsible for the vision and oversight of the ADRC Project and the sustainability of the project. Customer Assistance Work Committee will meet on 7/19/06 and the Uniform Assessment Instrument Work Committee will meet on 7/25/06.
e.	Utilize existing resources such as State Health Insurance Program and Benefits Checkup to expand life choices and information on benefits program.	DES	AAAs	9/30/2005 - 9/29/2008	ADRC grant will integrate a streamlined process for individuals to access information building upon 211, Benefits Check Up, and SHIP.  <b>June 2006</b> Benefits Check Up will begin transition to the Division of Aging & Adult Services in July. The transition will allow for the integration into ADRC.
f.	Use the Arizona Department of Housing ("ADOH") web site to provide information on ADOH and other service issues of interest to senior citizens.	ADOH	All agency 2020 Team	10/05 - 9/06	Work team in place to revamp ADOH website.
g.	Utilize the Universal Trail Assessment Process (UTAP) system to provide information about the actual conditions in outdoor, natural environments.	ASP			
h.	The Arizona State Parks web	ASP			

	site should be Americans with Disabilities Act ("ADA") accessible.				
i.	Revisit and modify the content and format of the agency Web site with possible options of large font and readability using talking browser programs. Develop large print options for the Official State Visitor Guides.	AOT		August, 2005 – June, 2007	A contract was awarded in August, 2005 for web design.
j.	Additional Veterans Benefits Counselors will need to be added.	ADVS	Various levels of gov't and Veterans Service Organization	June 2006 – June 2008	<p>First meeting 9/9/05, final meeting 12/15/05. Recommendations from the VTF will be provided to the Governor and the Legislature Jan. 2006.</p> <p><b>June 2006</b> The Governor's budget supported the hiring of 40 VBCs, but the Legislature authorized 21 VBCs. Recruiting began July 6 and the staffing plan is being finalized at this time.</p> <p><b>Oct 2006</b> Of the 21 authorized positions, three were designated as VBCIII's and have assumed leadership roles. There have been 17 new hires being oriented and trained at present; the final 6 vacancies should be filled by the end of November 2006.</p>
k.	Review and revise the Attorney	AG			For progress notes, visit the Office

General web site to ensure its suitability for an aging population in accordance with GITA guidelines and resource availability.				of the Attorney General's web site located at <a href="http://www.azag.gov">www.azag.gov</a> .
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**Objective 1.2: Facilitate an interagency approach towards a comprehensive transit system that allows older adults to remain as independent as possible.**

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Collaborate with other agencies to coordinate transportation resources to effectively meet the needs of older adults.	ADOT is lead agency with a multi-department effort to implement the Arizona Rides Executive Order and perform, via federal grants, a Statewide transportation coordination assessment and action plan. See ADOT comments to right.  DES	DES, AHCCCS, ADHS, Pinal/Gila Council on Aging, Community Agencies in Pinal County, MAG	12-31-05 Statewide Action Plan; 2006-implementation of recommendations	ADOT is partnering with other State departments in the Arizona Rides initiative (and Chairing the Executive Order-directed Arizona Rides Council) which will examine transportation coordination opportunities among and between human services agencies, many of which focus on senior services. ADOT's Section 5310 Elderly & Persons with Disabilities Program (federal transit) provides over 90 vehicles annually to human service agencies, approximately half of which have a senior program focus. [from DES] - MAG has embarked upon an effort supportive of United We Ride and Arizona Rides in the form of a Coordination Study for the Maricopa County region.
b.	Work with manufacturers of rail cars and all interested parties to develop equipment that meets the physical needs of the senior	ADOT			

	traveler.				
c.	Partner with public transit, airport, rail and elderly support interest groups, the Arizona Motor Vehicle Division (MVD), councils of governments and metropolitan planning organizations to improve travel options and travel support for those elderly who can no longer drive.	ADOT	MAG	Ongoing	<b>June 2006</b> Also see 1.2.a. regarding ADOT's Section 5310 Program. ADOT is a member of the MAG Elderly Mobility Stakeholders group which is examining (and in some cases implementing) MAG Elderly Mobility plan components related to the provision of services, design features, etc., to mitigate elderly transportation issues. Also see 6.3.r. regarding Light Rail facilities.
d.	Insure that the needs of the elderly are taken into account in determining highway, rest area and other transportation-related lighting needs.	ADOT	FHWA	Jan 2005/Jan 2006	Re rail facilities, see 6.3.r. for Phoenix Light Rail.  Older Driver Demonstration Project - Sun City
e.	Improve public outreach to the elderly community to ensure inclusion in Context Sensitive Solutions which integrate and balance community, environment and aesthetic values with traditional transportation safety and performance goals.	ADOT			
f.	Review and revise construction and maintenance practices to compensate for the diminished faculties of the senior driver.	ADOT	FHWA	Jan 2003/Jul 2003	Adopt 2003 MUTCD

**Objective 1.3: Ensure access to health care for seniors of all socio-economic levels.**

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Offer affordable premium-based insurance (i.e. Health Care Group) to small businesses.	AHCCCS		Ongoing	Continue to use education, useful benefit options, and marketing tools to promote Healthcare Group among small employers.
b.	Evaluate emerging technological opportunities such as telemedicine.	AHCCCS		Ongoing	AHCCCS maintains a Clinical Technology/Clinical Issues Team that meets quarterly and as necessary to review and make recommendations re: new technologies. Recently AHCCCS created a payment mechanism to allow reimbursement of telemedicine.
c.	Improve accessibility to care by enhancing medically necessary transportation services.	AHCCCS		2004	AHCCCS collaborated with contracted plans to form a transportation work group that identified current issues and evaluated transportation utilization and costs. The group will work together to develop specific strategies to improve quality and cost-effectiveness of medically necessary transportation (e.g. brokering AHCCCS-wide services).

**Goal 2: Increase awareness and understanding of aging issues and help prepare Arizona for an aging population.**

The role of education cannot be underestimated in planning Arizona's future. Education permeates nearly every section of the Aging 2020 Plan. Through education, the fears, myths and misconceptions about aging can be changed so that older adults, businesses, providers and Arizona, as a whole, can be free from artificial barriers that prevent all from realizing the full potential of our changing population.

**Objective 2.1: Provide culturally appropriate information to older adults and their families to promote a broad understanding of issues that arise as we age and how to address them.**

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Develop culturally appropriate awareness campaigns to educate communities on elder abuse.	DES	Spanish news media	May-05	<b>June 2006</b> DES/APS conducts interviews with the Spanish news media that target the Spanish speaking communities. Articles focus on aging issues, signs of mistreatment and resource information.
b.	Increase the cultural and linguistic competency of aging services provided statewide.	DES		Jul-05	DES/APS will institute a bilingual stipend for all APS workers who are required to use a second language with their client population.  <b>June 2006</b> Through the Alzheimer's Walk of Friendship program a variety of support documents and training documents have been translated into Spanish and two forms of Chinese. There have also been outreach events done by the local Alz. Assc. with live interpreters on hand to reach the Asian community.

c.	Use surveys to gather data from park visitors to identify whether facilities and services are disproportionately affecting older demographics and to identify areas for improvement.	ASP			
d.	Use the Trails and Health Journal to educate the public on the health benefits of physical activity on trails.	ASP			
e.	Have agency representatives make personal contact with senior groups to discuss safety issues, provide information, and supply personal advice.	DPS	DPS Community Outreach & Education (CORE) Unit	7/1/2005/Sept 30,2006	<p>CORE unit is currently being staffed, organized, and identifying programs. When fully operational, CORE will coordinate speakers and material.</p> <p>Met with DPS retirees on Nov 9th to present the plan, discuss issues and state aging resources available to them.</p> <p>CORE unit staffed 1st quarter 06. Currently organizing and identifying programs. When fully operational, CORE will coordinate speakers and material. Met with DPS retirees on Jan 11th to solicit input and keep apprised of plan.</p> <p><b>October 2006</b> R&amp;P maintaining contact with retirees to solicit input and keep apprised of Aging 2020 Plan, State and Federal legislation impacting retirees.</p>
f.	Use a combination of agency	AG, DPS	DPS CORE Unit,	7/1/2005/Sept 30, 2006	DPS - CORE unit is currently being staffed and

	employees and volunteers/retirees to provide community education services on topics such as predatory lending, life care planning, id theft, etc.		Highway Patrol, Coalition of DPS		<p>organized. One aspect will be a volunteer coordinator for community education.</p> <p>DPS put out a public alert on Dec. 1st regarding predatory e-mail schemes distributed to local criminal justice contacts that work with seniors.</p> <p><b>June 2006</b> (DPS) Agency actively recruiting a volunteer coordinator for community education.</p> <p><b>October 2006</b> Agency appointed a volunteer coordinator in FY07 for community interaction. DPS has a network in place for distributing information through districts throughout the state.</p>
g.	Use research to develop and implement marketing campaigns to attract in and out of state visitors in the aging population.	AOT		Beginning in FY03 - ongoing	AOT's current primary marketing demographic is 45-64 years of age. AOT will not continue to plan and execute marketing campaigns using research & studies to continue to attract this demo graph and the aging population as well.
h.	Publicize scams and frauds to increase senior awareness.	AG			For progress notes, visit the Office of the Attorney General's web site located at <a href="http://www.azag.gov">www.azag.gov</a> .
i.	Expand upon the use & development of culturally relevant & appropriate materials & outreach information for a diverse aging population.	AG			For progress notes, visit the Office of the Attorney General's web site located at <a href="http://www.azag.gov">www.azag.gov</a> .
j.	Educate the aging population about its rights under the civil	AG			For progress notes, visit the Office of the Attorney General's web site

	rights and consumer fraud laws, and enforcement processes of the AG's office through public awareness campaign, satellite offices, and partnerships with community groups, volunteers, and federal, state and local agencies.				located at <a href="http://www.azag.gov">www.azag.gov</a> .
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**Objective 2.2: Promote gerontological studies in all disciplines to address aging issues through a multidisciplinary approach.**

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Collaborate with experts in the field to develop and provide training opportunities for professionals and others who have contact with older and vulnerable adults.	DES	S.A.F.E.E., Older Adult Services Network, K.A.R.E.	7/2005 - Ongoing	APS has and continues to collaborate with various experts in the field of adult abuse, neglect and exploitation to provide public presentation to professionals who work with adult clients.
b.	Increase accessibility, through distance learning and other methods, to gerontology education in Arizona.	ABOR		Thru Dec. 2007	<p>Gerontology certificate ASU is currently examining plans to expand the program's availability. NAU, they have developed an online gerontology graduate level certificate that is linked to the tri university plans. U of A the master's program in gerontology is on hold although the doctoral minor is going strong. Staff is submitting a grant on 10/31/05 to support the development of research training opportunities on the campus.</p> <p><b>Oct 2006</b> ASU Gerontology program offers seven distance-learning courses that are available either entirely on line or in a hybrid version that combines on-line instruction with occasional classes on campus. Two courses in</p>

					development will be offered as distance learning on-line courses beginning in the summer, 2007. ASU's Gerontology program received a grant of \$32,980 from ABOR to be used to design, develop and offer an additional six (6) new courses by Fall, 2007. The UA Graduate Program in Gerontology offers an Online Graduate Certificate in Gerontology, a flexible, multidisciplinary program. Required UA Core Courses are offered in conjunction with courses from ASU. In addition to the ABOR grant opportunities, the UA COM Donald W. Reynolds Grant to enhance physician education in geriatrics throughout the state provides the UA a national network of excellent long-distance (and other) resources for gerontology education in Arizona.
c.	Create public awareness of the need for specialized knowledge and skills in providing services (health and otherwise) to, and designing products for, seniors.	ABOR			<p>Offer workshops and conferences on specific aspects of aging to conference for older adults and caregivers on January 28, 2006. At NAU, there are ongoing efforts to develop and promote assistive technologies for the disabled elderly continue.</p> <p><b>Oct 2006</b> Accessibility to gerontology education is promoted by ASU's Gerontology Program through community education conferences. ASU hosts conferences marked to the general public on topical aging-related matters (caregiving, or diabetes, or memory change) during Fall or Spring semesters. The ASU Gerontology Program includes explicit information about the need for specialized knowledge and skills related to serving aging adults. ASU community education events and conferences provide opportunities by which referrals are made to appropriate professionals, The UA ACOA works closely with the Pima Council on Aging and other groups to promote public awareness throughout Arizona, with an emphasis on border communities. Topics of state-wide conferences include Caregiving Issues, Dementia and Elder Abuse/Neglect. The UA AzGEC ( nationally defunded as of July 2006) built ongoing interdisciplinary collaboration in aging-related issues throughout the state.</p>
d.	Strengthen existing collaboration between the community college	ABOR		Ongoing	Phoenix Colleges offers an Associate in Applied Science in Gerontology. At NAU, they do have a BAILS/BAS program in Public Agency Service that features an emphasis in social services & a community development, which

	and university systems to enhance postsecondary education.				<p>includes gerontology.</p> <p><b>Oct 2006</b> Initial steps at collaboration with the community colleges in Maricopa County are tied to transforming ASU's Gerontology Program. Proposals to create a School of Aging and Lifespan Development and a Center for Aging Studies are in process, with requests for ABOR's authorization to plan a B.S. in Aging and Lifespan Development, a M.S. in Aging and Lifespan Development, and a Masters in Resource Planning for Aging. The initiative to offer an undergraduate degree in aging will stimulate greater collaboration with the community colleges that serve as "feeders" to this degree program. The newly organized ACOA (COM-CON) brings increased support for UA Graduate Programs in Gerontology - with an anticipated move to the new Section of Geriatrics and Gerontology, and enhanced programs within the framework of the ACOA. There is a recognized need to re-institute the Masters in Gerontolog and explore additional undergraduate and advanced interdisciplinary aging-related degrees.</p>
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**Objective 2.3: Educate businesses, providers, and other private entities about the value and needs of senior Arizonans.**

Strategies	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Partner with the Governor's Advisory Council on Aging to offer educational workshops and/or information to share with tourism industry constituents.	AOT	GACA	TBD Coordination of discussion still pending.

b.	Provide customized workshops during the annual Governor's Conference on Tourism to address issues facing the aging population and tourism.	AOT		December 2005 – June 2007	AOT will begin planning discussion with event partners beginning in December 2005. Program topics will be developed during planning committee sessions for FY08.
c.	Use web site to offer coordinating information about tourism and the aging population to industry constituents.	AOT		June 2006 - ongoing	New web site will launch in June 2006 and is currently being developed to provide information on business web site - azot.gov
d.	Use studies to drive the development of tourism programs, tourism promotions, and education/awareness, regarding issues that relate to travel/tourism and the aging population.	AOT		Beginning in FY2003-ongoing	AOT's current primary marketing demographics focus on "baby-boomer" generation.
e.	Inform providers of available Fiduciary Division services and market itself as a community resource.	ADVS	Superior Courts, Dept. of Veterans Affairs.	Continuing	From Aug. 04 to Aug. 05, visited 5 nursing homes every two weeks. Beginning Sep. 05, initiated similar contacts with behavioral health facilities. Attends the monthly "Alternate to Guardianship" meeting hosted by the Area Agency on Aging, Hosted an in-service or 80 attendees in September for Adult Protective Services and "Value Options" (mental health facilities) in October. Has an aggressive marketing/outreach program in place.

					<p><b>June 2006</b> Regularly markets to health and behavioral health care facilities via on-site visits. Attends monthly "Alternate to Guardianship" meeting hosted by the Area Agency on Aging, and B2B business meetings. Several staff serve on various fiduciary-related boards and/or committees and also serve as lecturers on a variety of fiduciary topics. Has an aggressive marketing/outreach program in place.</p> <p><b>Oct 2006</b> Continuing marketing/outreach program.</p>
f.	To coordinate conferences and seminars that bring together key players to explore, discuss, and create heightened awareness of age-related issues, form new partnerships, and expand the participants' knowledge of available resources.	GACA	All state agencies, Aging Network	November 2005, May 2006	<p>GACA held 3 Summits on the Mature Workforce in November 2005, bringing together business leaders and mature workers to discuss the opportunities and challenges of an aging workforce. GACA, along with its various public &amp; private partners, is currently planning the 2006 Governor's Conference on Aging.</p> <p><b>June 2006</b> – GACA hosted the Governor's Conference on Aging with Hugh Downs and Governor Napolitano as the keynote speaker. Over 600 people attended the 3 day event, which included workshops, a variety of educational experiences, and a Mature Worker Job Fair.</p> <p><b>October 2006</b> – Council in planning stages for 6-8 local Senior Action Days in the spring of 2007. This is a change to the traditional one-day Senior Action Day on the Capitol lawns, as a way to include more seniors in the advocacy effort.</p>
g.	Partner with Commerce, DES, Tourism, and others to promote the value of mature workers.	GACA	Commerce, DES, Community Colleges	Began January 2005 - ongoing	<p>3 Arizona Summits on the Mature Workforce held in November 2006. Report of Summit discussions forthcoming in Spring 2006. A Post-Conference Intensive on the Mature Workforce will be held on May 24, 2006, as part of the Gov's Conf. on Aging. Ongoing, the GACA Mature Workers Committee meets monthly to further develop employment opportunities for mature workers.</p> <p><b>June 2006</b> - In May 2006, Governor Napolitano launched the next phase of</p>

					<p>the Arizona Mature Workforce Initiative by announcing 6 new strategies to promote the value of mature workers and to connect them with businesses needing quality employees. A Mature Worker Job Fair was also held as part of the Governor's Conference on Aging in May 2006.</p> <p><b>October 2006</b> – The Council's Mature Workforce Committee has established 3 subcommittees including one on public awareness &amp; education about the mature workforce. A strategic plan is being developed with activities planned to be launched in the summer of 2007.</p>
h.	Continue to develop and disseminate information designed to assist communities to better understand their local and regional economies, including the changing demographic characteristics of the workforce. Includes original research, evaluation of best practices and analysis of existing research. Focus on how local businesses and community planners can prepare for impacts and capitalize on opportunities.	Commerce			
i.	Develop workshops/seminars	Commerce			

	that explore aging issues and share best practices at events such as the annual Rural Development Conference.				
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**Objective 2.4: Prepare the state workforce to better serve and address the needs of an aging population.**

Strategies	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	DPS	DPS CORE Unit which encompasses all internal media.	CORE Unit was organized July, 05/ongoing	<p>Article on Aging 2020 plan published in Digest in November, 04. Request made to all Divisions in April 05 to report on Aging 2020 issues in monthly reports.</p> <p>DPS published an article in the November employee newsletter outlining Aging 2020 Plan to inform employees and foster an awareness of aging issues.</p> <p>Discussed with exec staff during development of strategic issues, Feb '06</p> <p><b>June 2006</b> Aging 2020 incorporated into strategic planning process with executive staff.</p> <p><b>October 2006</b> Aging 2020 presented at SPPPOS Conference in July &amp; incorporated into R&amp;P presentation to all supervisors at statewide conference in August.</p>
b.	DPS	DPS Training Unit which oversees advanced basic and in-service	TBD	Not included in FY06 training program. One barrier is that AZ-POST mandates and other priority training needs preempt available training time.

	changing demographics.		training.		
c.	Provide officers with more exposure to seniors and teach them better methods of conversing with the elderly, techniques for calming fears, improved listening skills, increased sensitivity to physical impairments, and methods for taking enforcement action to "educate" senior violators without being condescending.	DPS	DPS Training Unit which oversees advanced basic and in-service training.	Ongoing	Beginning 12/05, and continuing in through FY07, aging driver issues will be added to the DPS advanced basic training program and will be taught by a staff officer who authored a national publication on the subject.
d.	Train officers on "voluntary compliance" to promote traffic safety among senior drivers through means other than enforcement.	DPS	DPS Training Unit, Highway Patrol Division.	Ongoing	<p>While on assignment with NHTSA, an HPD staff officer developed a program of enforcement alternatives applicable to senior drivers that will be taught beginning 12/05.</p> <p>Beginning Dec 1st, DPS added training in the advanced academy traffic safety issues involving seniors.</p> <p><b>June 2006</b> Program relating to traffic safety issues involving seniors added to the advanced academy curriculum 12/05 and taught in 1st quarter '06</p> <p>While on assignment with NHTSA, an HPD staff officer developed a program of enforcement alternatives applicable to senior drivers.</p>

					<b>October 2006</b> Program relating to traffic safety issues involving seniors permanently added to the advanced academy curriculum.
e.	Market existing work-life benefits.	ADOA	Work-Life Program	Ongoing	<p>A Work-Life unit has been created with the single purpose of coordinating all of the programs and benefits offered by the state to the employees. Several specific initiatives to promote the Work-Life program are planning and in various stages of completion:</p> <p style="padding-left: 40px;">A short video segment is being recorded to share with new employees at all future new employee orientation meetings (June 2006)</p> <p style="padding-left: 40px;">“YES” (the state’s single portal web site for employees) will be updated to provide information about Work Life benefits (June 2006)</p> <p style="padding-left: 40px;">A resource fair has been planned for the spring of 2006 to promote many of the programs and features of the Work-Life program.</p>
f.	Promote health and wellness initiatives for state employees.	ADOA	Benefits	Ongoing	<p>The agency has a wellness program that provides all state employees and health plan members with wellness resources. The wellness program will be expanding to provide targeted proactive programs that support and encourage disease prevention and healthy lifestyle choices.</p> <p>In February 2005, the Governor issued an Executive Order (2005-04) establishing the Wellness Advisory Council. The Council is composed of agency directors from the eight largest state agencies. The Council has met four times.</p> <p>In addition, each agency has designated a wellness coordinator in their agency to serve as the liaison between the Wellness Program and their agency.</p> <p>The agency in conjunction with the Medical Directors of the health plans will be analyzing health plan data to identify appropriate intervention strategies and presenting a report to the Governor. (July 2006).</p>

g.	Coordinate with Department of Education and Department of Economic Security to support work of the Governor's Council on Workforce Policy, to recommend allocations of Workforce Investment Act (WIA) funds, and to develop and implement short and long-term strategies and programs designed to train and retrain an aging population.	Commerce			
h.	<del>Coordinate with key stakeholder networks to increase awareness and to incorporate demographic trends &amp; associated strategies into local &amp; regional economic and community and workforce development plans.</del>	Commerce			<b>October 2006</b> See Objective 2.4h.
i.	Develop or enhance	ADC	ABOR & COM	August 1999 End	Extern programs are in place with Mid-Western Univ., U of A., NAU, U of P,

	interagency agreements with vocational schools, community colleges and universities to include, to the extent feasible, University Medical Center and the Arizona State/University of Arizona Medical School-Phoenix for the delivery of outpatient and inpatient services to inmates.		COL	2020 Contract periods extend 5 years and end dates vary.	MCCCD, and pursuing contract with A.T. Still Univ.  Contract currently pending review and signature by A.T. Stills University. CTS met with ASU and U of A to develop Psychology externship program focused on health and aging.  <b>June 2006</b> Contract was finalized with A.T. Still University for Physician Assistant externs serving clinical rotations currently on an ongoing basis at several prison sites. No further plans have been finalized since CTS had preliminary planning meeting with ASU and Uof A to develop Psychology externship program focused on health and aging. Meeting scheduled with Argosy University representative to further develop training program.
j.	Develop curricula to inform offenders of issues they will encounter while aging in Corrections.	ADC		Start March 2006, End December 2006	<b>June 2006</b> The Staff Development and Training Bureau will be developing curriculum for inmates as well as staff regarding preparation and adaptations that must be made in the aging process. Research compiled to date by Bob Heffington is still being evaluated to ascertain the next phase of the curriculum development, as well as determination as to who else may need to be assigned of this team.
k.	Research development of adaptive recreational programs for the elderly including internships for physical education majors as funding permits.	ADC & PS	ABOR & COM COL	Start January 2006, Implement January 2007	IN 2/07 an intern will be hired to oversee the project, contact university system and NIC to review literature regarding recreation programs targeted for limited mobility.  <b>June 2006</b> This objective needs to be moved to Programs Services as ADC Lead. Offender Ops has no plans to hire a Recreation Intern.
l.	Collaboration with the Governor's Re-Entry	ADC	ADOH, ABOR & COM COL	Start FY 2006, End FY 2011	Desired Outcomes: Address aging issues through Re-entry Task Force and related subcommittees, update the current pre-release video presentation,

	Task Force regarding development of offender transition programs to provide education about available public health and community agencies, housing and employment resources and support groups, and research the possible implications for providing opportunities for creating wills, living wills and durable powers of attorney by featuring internships for social work majors and law students.				<p>expand CORE assessment, identify the number of elderly offenders and target community resources in high crime areas utilizing crime-mapping, and develop pre-release classes that assist offenders with legal strategies regarding will, power of attorney, etc. The Work Force Development, Health, Families and Community, Victims, Housing and Public Safety Committees continue to work on their identified goals, which include elderly offenders as part of the population who will be served. The CORE Assessment will be designed to address issues specific to elderly and the Pre-release classes and re-entry and transition departmental strategy will be written with the increasing number of elderly offenders in mind.</p> <p><b>June 2006</b> Core Assessment has been changed to discharge assessment.</p>
m.	Enhancement of existing internship programs for medical, nursing, mental health, dental and pharmacy students.	ADC	ABOR & COM COL	August 1999, End FY 2010	<p>In progress is the establishment of Medical Recruiter position, which will be responsible for interagency, and public and private sector agreements for internship programs. ADC Personnel has developed the PDQ for the Health Recruiter and sent forward the paperwork to establish the position for ADC approval prior to submitting to DOA Human Resources.</p> <p><b>June 2006</b> CTS met with ASU and U of A to develop Psychology externship program focused on health and aging.</p>
n.	Develop new agreements with	ADC	VOC SCH & COM COL	June 2006, End FY 2010	<p>In progress is the establishment of Medical Recruiter position, which will be responsible for interagency, and public and private sector agreements for</p>

	medical assistant, phlebotomy, and nursing aide programs for internships in support of the planned current expansion of the In-Patient Component (IPC).				<p>internship programs. ADC Personnel has developed the PDQ for the Health Recruiter and sent forward the paperwork to establish the position for ADC approval prior to submitting to DOA Human Resources.</p> <p><b>June 2006</b> The medical recruiter position has been established and filled in late March. Meeting scheduled with Argosy University representative to further develop training program</p>
o.	Ensure the Governor's Re-Entry Task Force specifically addresses the needs of elderly inmates in its pre-release preparation planning and transition-specific programs.	ADC	ADHS, DES, ADOH, Council of State Government, Justice Reinvestment Council & ACJC	Start FY 2007, End FY 2012	<p>Desired Outcome: Through the 6 subcommittees, incorporate the elderly as a population requiring services in all Re-entry Task Force reports and project plans statewide. Request subcommittee minutes inclusion of this population in the planning, implementation and evaluation phases of all subcommittee projects.</p> <p><b>June 2006</b> No update</p>
p.	Develop training curricula to educate Security and Medical staff in preparation for the impending evolution of aging in Corrections.	ADC		Start March 2006, End December 2006	<p>Research for curriculum development in progress.</p> <p><b>June 2006</b> The Staff Development and Training Bureau will be developing curriculum for inmates as well as staff regarding preparation and adaptations that must be made in the aging process. Research compiled to date by Bob Heffington is still being evaluated to ascertain the next phase of the curriculum development, as well as determination as to who else may need to be assigned to this team.</p>
q.	Promote awareness & provide education on the phases of aging to address the phases.	DES	GACA	7/2005 - Ongoing	<p>APS staff has access via internet, web sites, list serves, &amp; periodicals to the latest medical, psychological &amp; behavioral studies &amp; treatments regarding the aging process. This information is commonly incorporated into appropriate community presentations.</p>

**Goal 3: Increase the ability of older adults to remain active, healthy and living independently in their communities.**

Arizona has the most to gain in promoting healthy and active living for its residents, regardless of age. With greater longevity and increasing population growth, Arizona's economy can continue to prosper or be hindered due to ever-increasing health care costs due to poor health and chronic disease. Health promotion and disease prevention are just two strategies that can help us define Arizona's future.

**Objective 3.1: Conduct research and monitor trends and outcomes to better inform policy and program development.**

<b>Strategies</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>	
a.	Track and trend data on the health status and health behaviors of older and mid-aged adults.	ADHS	Public Health Statistics and Chronic Disease Epidemiology Staff within ADHS	Completed 1/06	Updating the 2001 Health Status of Older Adult in AZ. Report
b.	Perform gaps analysis of data on the health status and health behaviors of older and mid-aged adults.	ADHS	Listed above.	Ongoing	Added Emergency room data to Health Statistics and Vital Records data beginning with year 2004.
c.	Evaluate efficacy of prevention and health promotion programs targeting older adults.	ADHS	Prevention Research Center- Healthy Aging Network	2005 and ongoing	Identified evidence based health promotion programs for physical activity, fall injury prevention, depression and suicide prevention.
d.	Evaluate the efficiency, effectiveness, and cost-benefit of technological	AHCCCS		Ongoing	AHCCCS maintains a Clinical Technology/Clinical Issues Team that meets quarterly and as necessary to review and make recommendations re: new technologies. Recently AHCCCS created a payment mechanism to allow reimbursement of telemedicine. (See 1.3.b)

	advancements that allow individuals to remain safely in their homes.				
e.	Conduct original research and evaluate nationwide best practices regarding issues associated with growth in the aging population to state, regional and local businesses, workforce and community development entities.	Commerce			

**Objective 3.2: Provide resources and services to promote healthy lifestyles, resulting in compressed morbidity and reduced mortality from preventable and chronic diseases.**

<b>Strategies</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>	
a.	Facilitate coordination of health promotion and disease prevention programs statewide.	DES	GACA, DHS, AHCCCS, PCOA, AAA Region One, Piper Foundation	9/30/05 - 9/29/06	DES received a grant to conduct a comprehensive planning process for State Aging Services with a component dedicated to statewide health promotion and disease prevention.  <b>June 2006</b> DES attended an Evidence-Based Disability and Disease Prevention for Elders Workshop with its partners in February 2006. As a result of the workshop, the partnership is working towards developing a Call to Action focusing on Falls Prevention.  <b>October 2006</b> – The Governor’s Advisory Council on Aging has

					established a subcommittee of its Social, Health & Alzheimer's committee to focus on falls prevention. Created in September 2006, the group is in the process of defining their goals and understanding how to interface with the broader health promotion/disease prevention efforts statewide. Subcommittee is co-lead by staff from DHS and DES.
b.	Promote independence through the availability and accessibility of non-medical home and community based services.	DES	GACA, AAAs	9/30/05 - 9/29/06	DES received a grant to conduct a comprehensive planning process for State Aging Services with a component dedicated to HCBS  <b>June 2006</b> DES received a State General Funds appropriation of \$6.3 million to expand the Independent Living Support System.
c.	Expand efforts to educate individuals about life care planning options and end-of-life options.	ADHS, DES	Caring Choices Coalition, Life	Pending	Work Plan under development.
d.	Conduct prevention efforts aimed at older adults at risk of depression or suicide.	ADHS	AZ Aging and BH Coalition, AZ Suicide Prevention Coalition, AzMHA	Ongoing	Community Partnership of Southern Arizona conducted a study of needs of southern AZ caregivers and older adults and formed an older adult suicide prevention coalition. Campesinos Sin Fronteras implemented support groups for older adults with diabetes. Pinal Gila Council for Senior Citizens conducted training for physicians in identification of behavioral health disorders in older adults. Community Behavioral Health Services conducted outreach targeting socially isolated older adults. The Area Agency on Aging in Maricopa County implemented a cross-age mentoring program and community education program targeting older adults. Valle del Sol conducted cross age education on suicide prevention for older adults in Maricopa County.  <b>June 2006</b> Community Partnership of Southern Arizona began

					implementation of a pilot substance abuse and suicide prevention project targeting adults age 55 to 65. Substance abuse prevention programs targeting older adults continued in other regions of the state including: cross age mentoring, physician education, gatekeeper training and life skills training. ADHS offered Applied Suicide Intervention Skills Training to prevention programs, including those serving older adults at the statewide prevention provider meeting in June 2006.
e.	Expand participation in self-management programs for chronic diseases.	ADHS	Arthritis Foundation	Ongoing	The AZ. Arthritis Foundation is expanding the physical activity self management program.
f.	Facilitate coordination of immunization efforts among older adults.	ADHS	TAPI	Ongoing	<b>June 2006</b> Focus group interview completed. Educational materials have been created. Dissemination of materials and training is beginning.
g.	Promote access to screening to detect chronic diseases.	ADHS	Comprehensive Cancer Coalition	Pending	2005 First meeting to discuss opportunities for projects related to early detection of chronic disease such as cancer.
h.	Initiate and coordinate a statewide falls prevention campaign.	ADHS	DES, AAA. LHD, Gov. Council on Health Status of Women.	Activities ongoing. Survey completed 6/05	Survey of fall prevention activities occurring across the state Meeting with DES, Gov Council on Health Status of Women to identify opportunity for collaboration.  <b>June 2006</b> AZ Fall Prevention Team established and includes DES, AHCCCS, ADHS, PCOA, Piper Trust and GACA representatives.
i.	Cooperate with ADHS to enhance prevention and wellness program outreach efforts.	AHCCCS		Ongoing	AHCCCS partnered with ADHS to train case managers on the new Medicare Part D program, effective January 2006.  June 2006

j.	Expand disease management programs designed for chronic conditions to include those at all stages of the disease process.	AHCCCS		2005/Ongoing	AHCCCS began requiring Acute and ALTCS plans to have disease management programs in place. In addition, AHCCCS initiated a Performance Improvement Project (PIP) specifically designed to improve health outcomes of ALTCS members with multiple chronic conditions.  07-06-2006 The PIP continues. Data analyses will occur in the future.
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**Goal 4: Increase the safety and well-being of older Arizonans.**

Safety in our communities is important for ensuring both the health and financial well-being of older adults. With increasing numbers of older adults living in their homes and living alone, maintaining safe communities will need more attention and take new strategies.

**Objective 4.1: Promote strategies to improve community safety for older adults.**

Strategies	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Involve citizens in traffic safety and crime prevention efforts by providing information.	DPS	DPS CORE Unit and the Highway Patrol Division through local districts.	Jul-05  CORE Unit being staffed and organized.  <b>June 2006</b> CORE Unit staffed. Information now being released through the media. Programs being developed for direct involvement in the districts.
b.	Promote medical review programs that promote early intervention for those with compromised driving ability; find a method of ensuring that senior drivers have the physiological	ADOT		

	skills to continue operating a vehicle safely.				
c.	Expand service integration efforts to include the safety and well being of older Arizonans.	DES		3/2005 - Ongoing	1. Family connections: DES has developed a comprehensive integrated services delivery system that is family-centered, strength-based, and targets at-risk families that, without preventive and/or early intervention, would be involved in TANF and / CPS. 2. Integrated Local Offices: DES local program offices with FAA, Jobs, Job Services, and DCSE, have begun streamlining provision of employment services. DES is moving to new staffing and office models to completely integrate services for clients. 3. Breakthrough Series teams have been formed in each county throughout the state consisting of community members, DES staff, and other state agency staff to address community-identified issues. Each training has received training.
d.	Initiate an education campaign to prevent elder abuse and heighten awareness to recognize the signs of elder abuse.	DES		7/2005 - Ongoing	Adult Protective Services has identified the need to create a statewide high profile campaign to create awareness and recognition of adult abuse, neglect and exploitation. This campaign would be followed by area presentations for the education of professionals, mandated reporters and interested citizens. These presentations would be collaboration between APS staff and local professionals and providers who serve the adult and elderly population.
e.	Build a continuum of accessible services to meet victim's service needs.	DES	Area Agency on Aging	Jul-05	Adult Protective Services developed and implemented a service agreement with the Maricopa Area Agency on Aging, which provides case management and emergency shelter to APS clients. This model will be presented state-wide to AAA's in the current fiscal year with the intent of duplicating the service throughout the state thereby creating stronger community partnerships, and ensuring a safety net for at risk adults.

**Objective 4.2: Strengthen efforts to prevent and respond to reports of elder mistreatment.**

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Provide Adult Protective Service investigators with continuous professional training to improve responsiveness and timeliness of Adult Protective Service investigations.	DES		Jul-05	<p>Human Service Specialists meet with their Human Service Unit Supervisors on a monthly basis to discuss each open report. Through the guidance and direction of the supervisor, the worker receives continuous and specific training on how best to improve responsiveness to each client's specific needs. These monthly meetings also provide the supervisor and worker the ability to identify employee training needs. In addition, these meetings also provide the worker and supervisor the opportunity to discuss timely response to every facet of the investigation and to identify barriers that may be hindering timeliness and progress.</p> <p><b>June 2006</b> Human Service Specialists meet with their Human Service Unit Supervisors on a monthly basis to discuss each open report. Through the guidance and direction of the supervisor, the worker receives continuous and specific training on how best to improve responsiveness to each client's specific needs. These monthly meetings also provide the supervisor and worker the ability to identify employee training needs. In addition, these meetings also provide the worker and supervisor the opportunity to discuss timely response to every facet of the investigation and to identify barriers that may be hindering timeliness and progress.</p>
b.	Provide Adult Protective Service investigators with continuous professional training to improve quality and response to reports of incapacitated and vulnerable adults who are victims of abuse,	DES	DES/CPS &DES/Risk Management	Jul-05	All Adult Protective Services staff, which included District Program Managers, Human Service Unit Supervisors, Human Service Specialists and Human Service Workers, received a comprehensive 2-day Policy and Procedure Training during the first quarter of FY 05. Specifically identified in this training were evaluation of allegations of abuse, neglect or exploitation of the vulnerable or incapacitated adult, assessment of the presenting problems, collection and documentation of information, and successful resolution to ensure the adult's continued safety. Three of the six districts (others are scheduled) have received legal core training that emphasized the statutory requirements of APS staff. All APS staff received

	neglect, and exploitation.				training on the Mortality Review and the High Profile Staffing processes.
c.	Cooperate with law enforcement agencies and prosecutors' offices to effectively carry out prosecution of perpetrators of abuse, neglect, and exploitation.	DES	Law Enforcement, AZ Elder Abuse Coalition & AG's office	Jul-05	APS is a member of the AZ Elder Abuse Coalition, which is comprised of Law Enforcement agencies, AG's office and some prosecuting attorneys. The group meets quarterly to discuss the referral process and barriers to prosecution.
d.	Provide agency investigators with advanced technological training and specialized services and equipment to access, evaluate and monitor the Internet for potential fraudulent schemes, develop a public alert system, and exchange intelligence regarding cyber crime.	DPS	DPS Training Unit and Criminal Investigations Division	Sep-05	<b>June 2006</b> CID has entered into a protocol agreement regarding identity theft and has a division goal to backup uniformed officers investigating fraudulent schemes.
e.	Work to prevent the diverse aging population from becoming victims of civil rights violations,	AG			For progress notes, visit the Office of the Attorney General's web site located at <a href="http://www.azag.gov">www.azag.gov</a> .

	including age discrimination, consumer fraud scams and criminal activity.				
f.	Combat fraud and discrimination against the diverse aging population by investigating complaints, filing lawsuits, resolving claims and/or mediating using Attorney General staff and volunteers.	AG			For progress notes, visit the Office of the Attorney General's web site located at <a href="http://www.azag.gov">www.azag.gov</a> .
g.	Identify new fraud and discrimination issues that may have an adverse impact on the diverse aging population and evaluate whether the issues should be addressed through coordination with other state or federal agencies, regulatory or legislative change or litigation.	AG			For progress notes, visit the Office of the Attorney General's web site located at <a href="http://www.azag.gov">www.azag.gov</a> .
h.	Advocate for victims'	AG			For progress notes, visit the Office

	rights and publicize outcomes of civil and criminal cases.				of the Attorney General's web site located at <a href="http://www.azag.gov">www.azag.gov</a> .
i.	Monitor and provide legal input with respect to legislation and government agency policies and procedures involving civil rights and consumer fraud issues that may affect the aging population.	AG			For progress notes, visit the Office of the Attorney General's web site located at <a href="http://www.azag.gov">www.azag.gov</a> .

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**Goal 5: Strengthen Arizona's economy by capitalizing on an integrated and well-trained informal, paraprofessional, and professional workforce. With the first wave of Boomers attaining retirement age in 2006, both public and private sectors need to develop work environments and coordinate opportunities that maintain a strong, diverse paraprofessional and professional workforce with strategies that include support for workers and their family members with caregiving obligations.**

**Objective 5.1: Provide support for families in their efforts to care for their loved ones at home and in the community.**

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Identify additional opportunities to expand home and community based services (e.g. consumer-directed care, transitional living assistance).	AHCCCS, DES	AAAs	2005/2006  July 1, 2006- August 1, 2007	<p><b>DES</b> DES received a grant to conduct comprehensive planning process for State Aging Services with a component dedicated to HCBS. AHCCCS. This issue will be addressed in the ALTCS RFP to be let 02/06.</p> <p><b>June 2006 (DES)</b> DES will be developing its State Plan on Aging 2008-2010 over the next year. Consumer Direction will be incorporated into the State Plan.</p> <p>This issue will be addressed in the ALTCS RFP to be let 02/06</p> <p><b>June 2006 (AHCCCS)</b> The ALTCS contract, effective 10-01-2006, requires program contractors to provide:</p> <ul style="list-style-type: none"> <li>• Consumer-directed care</li> <li>• Transitional living assistance</li> <li>• Coverage of home and community based services during prior period coverage</li> </ul> <p>In its recent waiver renewal, AHCCCS requested the authority to pay spouses as caregivers.</p> <p>AHCCCS submitted to the Center for Medicare and Medicaid Services (CMS) a request for \$3 million over 5 years to design and implement long-term care systems transformations that enable the elderly and disabled to</p>

					<p>maximize the ability to receive services in home and community-based settings. The project is the "Arizona Consumer Choice and Care Planning Project" (AZCCCP). AHCCCS will partner in this effort with Arizona's Aging and Disability Resource Center (ADRC) and other government and community agencies. Consumers will be actively involved and funds will be used to improve awareness of care supports, streamline eligibility processes, enhance person-centered planning, and improve IT program support. Awards will be announced 09-30-06.</p> <p>In addition, AHCCCS was awarded a grant entitled "Direct Service Workforce Development Intensive Technical Assistance to States," sponsored by CMS. Arizona was one of five states selected to receive technical assistance over the next year. Assistance will be provided to the ALTCS Program to ensure the availability of direct service workers to provide home and community based services. Expert staff from the CMS Direct Service Workforce Resource Center will assist the state in developing policies, support mechanisms, monitoring mechanisms, and evaluation tools related to consumer-directed care and reimbursement of spouses as paid caregivers. The Governor's Citizens Workgroup on the Arizona Long Term Care Workforce Report, issued in April 2005, identified these as two key strategies for ensuring a sufficient and capable workforce.</p> <p>In its recent 1115 waiver renewal submission to CMS, the AHCCCS Administration has requested waiver authority for spouses to be paid caregivers.</p>
b.	Facilitate and support caregiver education and ongoing access to useful caregiver resources.	AHCCCS, DES	Area Agencies on Aging	Ongoing 2004/ Ongoing	Family Caregiver Support Program funding through Title III-E of the Older Americans Act allows agencies to develop and conduct caregiver education, provide general information regarding available resources, and arrange for direct assistance to counseling, respite, and supplemental services. This includes grandparents and other elderly relatives caring for their grandchildren under age 19. Caregiver education events are

					<p>conducted at least annually in all AAA Regions. Major events include Grandparents University in Phoenix, ITCA Tribal Caregiver Conference for Non-paid caregivers, Annual Elder Issues Conference in Flagstaff, Annual Caregiver Consortium Day of Education in Tucson, Weaving Hope into caregiving in Bisbee, and Grandparents Raising Grandchildren Conferences in Casa Grande and Yuma. AHCCCS actively participates in the Governor's Task Force on the Long Term Care Workforce and, with the support of other stakeholders, identifies gaps in services and proposes methods for addressing future workforce needs.</p> <p><b>June 2006 (AHCCCS)</b> The most recent AHCCCS contract with ALTCS program contractors specifically encourages them to participate in the development of a direct caregiver workforce.</p> <p>Because program contractors constitute the largest payer group for paraprofessionals in the long term care market, they must leverage this to ensure adequate resources in the future. The program contractors must have, as part of their network development plan, a component regarding paraprofessional work force development in nursing facilities, alternative residential facilities and in-home care situations. Workforce development includes actions related to the active recruitment and pre-employment training of new caregivers and opportunities for continued training of current caregivers. It also includes efforts to review compensation and benefit incentives.</p> <p>In addition, AHCCCS was part of a consortium that applied for a Robert Woods Johnson grant, "Jobs to Careers," designed to encourage direct service workers to earn college credits leading to advancement in home and community-based careers. The program goals are to implement and institutionalize an accredited training program that improves skill levels of Direct Support Professionals (DSPs); standardize training; improve advancement opportunities; achieve outcomes that reduce turnover and costs and encourage higher reimbursement; create a perception in the</p>
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					community that DSPs are valued professionals; and encourage other colleges within the state to use Full Time Student Equivalency (FTSE) funds to train DSPs
c.	Offer family care support for state employees.	ADOA	Work-Life	Ongoing	<p>The state currently offers childcare at a discounted rate through a vendor operating at a facility on the Phoenix Capitol Mall complex. We are currently investigating (through the procurement process) opportunities for discounts at childcare facilities beyond the Phoenix Capitol Mall.</p> <p>The state also offers an Employee Assistance Program which provides employees with resources and assistance to address personal and job-related issues.</p>
d.	Work with private foundations, Area Agencies on Aging and community colleges to develop culturally appropriate training programs for family caregivers.	GACA	DES, ALZ Assn, AAAs	Start FY2008	Start SFY2008
e.	Offer flexible working conditions for employees with child and elder care issues, and better use of succession planning techniques such as mentoring, phased retirement, and employment flexibility.	DPS, DES	Law Enforcement Merit System Council.	Sep-04	<p>Mentoring and succession planning have been adapted at executive level. DROPS program adapted for sworn employees.</p> <p>Telecommuting contracts updated 1st quarter '06</p> <p><b>June 2006</b> Aging division staff have met with the Office of Organizational &amp; Management Development to begin discussions about succession planning strategies.</p>

**Objective 5.2: Create a stable and well-trained (in aging) workforce sufficient to meet the growing care needs in Arizona.**

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Cooperate with State medical schools to support professional training programs that produce gerontology specialists to fill gaps in medical service availability.	AHCCCS		2005/Ongoing	AHCCCS engaged in a memo of understanding (MOU) with its Acute plans. The MOU encourages adequate use of residency programs and supports residents' education about managed care.
b.	Expand the use of physician extenders in underserved areas, such as nurse practitioners and physician assistants.	AHCCCS		Ongoing	AHCCCS regulations provide for the reimbursement of appropriate physician extenders. Currently no additional activities focus specifically on this issue.
c.	Provide leadership to statewide workforce development efforts.	ADHS, DES	Commerce, GACA	Recommendation Report April 2005 published	<p>Participation on the Maricopa County Workforce Board has resulted in 'seniors in the workforce' becoming one of three goals the Board will address in the coming year.</p> <p>Recommendation Report published by the Citizens' Workgroup on the Long Term Care Workforce in April 2005.</p> <p><b>June 2006</b> Beginning in April 2006, the Citizens' Workgroup on Long Term Care Workforce was incorporated into the Interagency Council on Long Term Care as a standing subcommittee.</p>
d.	Provide ongoing training to behavioral	ADHS		Ongoing	Provided training to prevention providers on prevention of suicide and substance abuse among older adults at the annual DBHS Prevention

	health providers on identifying and addressing the behavioral health needs of older adults (collaboration between Licensing and Behavioral Health divisions)				Provider Meeting 6/15/05.
e.	Fine tune plans to staff the state Veteran Home to be opened in Tucson.	ADVS	ADOA, Nursing Roundtable, AZ Military Bases	Fall 2005 until the Home is actually opened (estimated 2008).	<p>An Administrator for the Arizona State Veteran Home with a strong Human Resources background was hired. She will spearhead plans for staffing the Tucson facility. The Director of Nursing has been working with Nursing Roundtable (facilitated by Ricia Allen @ ADOA).</p> <p><b>June 2006</b> There is no staffing plan at this time. A new Administrator for the Arizona State Veteran Home was hired in December 2005 and a new Director of Nursing started in July 2006. They will spearhead plans for staffing the Tucson facility, which was funded by SB 1043.</p> <p><b>Oct 2006</b> Intensive staffing efforts are underway at the Arizona State Veteran Home in Phoenix. A transition from a medical to a social model is underway there with the understanding that it will serve as the model for the Tucson facility. The Home is training its licensed nursing staff on the LEAP© Program (Learn, Empower, Achieve, and Produce) this month and is preparing to train its Certified Nursing Assistants (CNAs). In addition, the Home has been selected to participate in research – Palliative Care for Advance Dementia: A Model Teaching Unit Program. The research project launched on October 13.</p>
f.	Ensure the staff-to-client ratio is manageable and within	ADVS	Governor's Veterans Task Force.	September 2005 to July 2007	First VFT Meeting was held 9/9/05 and the final meeting is 12/15/05. Recommendations will be provided to the Governor and the Legislature in January 2006.

	levels acceptable to the Arizona Supreme Court.				<p><b>June 2006</b> The staff-to-client ratio is for social workers assigned to Fiduciary clients. There were no recommendations to add to the number of Fiduciary staff from the Veterans Task Force. One recommendation, however, was to establish a more permanent body to review issues of important to the veteran population. The Executive Order has not yet been issued.</p> <p><b>Oct 2006</b> Fiduciary has not requested additional social workers, pending the findings of the Veterans Research Council.</p>
g.	Investigate in-house training for certain employee types, to include On-The-Job Training (OJT) and apprenticeship programs that may be approved for Montgomery GI Bill benefits.	ADVS	Dept. of Veterans Affairs	Spring 2005 - 2008	<p>State Approving Agency met with AZ State Vet Home Administrator in September to explore opportunities there. A program to train Veterans Benefits Counselors was approved in Spring 2005.</p> <p><b>June 2006</b> The State Approving Agency (SAA) will meet with the new Az State Vet Home Administrator to explore opportunities there. A program to train Veterans Benefits Counselors was approved in Spring 2005. The SAA has aggressively tried to tie in any State of AZ occupation for inclusion with the MGIB in regards to OJT/Apprenticeship. The agency has approved for OJT the 21 Vet Benefit Counselor positions for any recruit who has MGIB benefits.</p> <p><b>Oct 2006</b> The State Approving Agency (SAA) is working with the AZ State Vet Home Administrator regarding Gateway Community College opportunities to support in-house training.</p>
h.	Expand agreements with nursing schools to provide practicum experience in a long-term care setting for its students, resulting in	ADVS	Nursing Schools	November 2005 - until there is no longer a nursing shortage.	<p>An Administrator for the Arizona State Veteran Home with a strong Human Resource background was hired.</p> <p><b>June 2006</b> The Administrator for the Arizona State Veteran Home will look into expanding contracts with schools offering Registered Nurse training (school offering LPN training have made arrangements with the Home).</p>

	effective recruiting of personnel for the nursing department at each State Veteran Home in the state.				<b>Oct 2006</b> The State Approving Agency (SAA) is working with the AZ State Vet Home Administrator regarding Gateway Community College opportunities to support in-house training.
i.	Collaborate with experts in the field to develop and provide training opportunities for employees.	DES	GACA, U of A		Action Plan under development
j.	Provide on-going training to staff to effectively serve the family unit. (i.e., aging sensitivity training for kinship care service recipients).	DES	GACA, U of A		Action Plan under development
k.	Work with policy makers, educators, health care providers and consumers to develop and advocate for policies, programs, and other mechanisms that increase the professional status, quality and numbers of direct care workers.	GACA	DES, DHS, AHCCCS, Citizens' Workgroup on LTC Workforce, Interagency Council on LTC	April 2004 - Ongoing	<p>Participate in and provide staffing to the Citizens' Workgroup on the Long Term Care Workforce. Support the development of a core training curriculum for direct care professionals and through one committee, assist in the development of one supplemental training module.</p> <p>Recommendation Report published by the Citizens' Workgroup on the Long Term Care Workforce in April 2005.</p> <p><b>June 2006</b> Beginning in April 2006, the Citizens' Workgroup on Long Term Care Workforce was incorporated into the Interagency Council on Long Term Care as a standing subcommittee.</p> <p><b>October 2006</b> – Council Director is participating in subcommittee</p>

					discussions and in the Interagency Council on LTC.
<b>Objective 5.3: Promote a coordinated workforce development approach between public and private entities to benefit from the capabilities and experience of a mature workforce.</b>					
Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Together with key stakeholders, provide opportunities for businesses, public and private agencies, community colleges, and mature workers to identify barriers that may prevent the hiring of mature workers and opportunities for persons interested in meaningful and productive employment.	GACA	DES, Commerce, Tourism	January 2005 - November 2005	<p>In November 2005, the Council sponsored 3 Arizona Summits on the Mature Workforce which brought together business leaders and mature workers to discuss the opportunities and challenges of an aging workforce. A Post-Conference Intensive on the Mature Workforce will be held on May 24, 2006, as part of the Gov's Conf. on Aging. Ongoing, the GACA Mature Workers Committee meets monthly to further develop employment opportunities for mature workers.</p> <p><b>June 2006</b> - In May 2006, Governor Napolitano launched the next phase of the Arizona Mature Workforce Initiative by announcing 6 new strategies to promote the value of mature workers and to connect them with businesses needing quality employees. A Mature Worker Job Fair was also held as part of the Governor's Conference on Aging in May 2006.</p> <p><b>October 2006</b> – The Council's Mature Workforce Committee has developed a strategic plan to implement the various activities announced by Governor Napolitano in May. The Committee has three subcommittees focusing on developing a mature worker job bank, public awareness and education, and the development of a mature worker friendly business designation. All meetings are open to the public and new members are welcomed at every meeting.</p>
b.	Increase the retention rate of older employees.	DES	ADOA		Action plan under development

c.	Increase the retention rate of older employees.	DES	GACA, AAAs, Mohave County One-Stop	Oct-05	Effective October 1, 2005, regionalized Senior Community Service Employment Program contracted to four Area Agencies on Aging and a One-Stop Career Center.
c.	Welcome older volunteers for one-time projects as well as long-term projects.	ASP			
d.	Pay seniors and provide some benefits to work part-time in training positions.	ASP			
e.	Develop a skills inventory and training programs for retirees and potential volunteers to serve as instructors, serve on advisory committees and in public information and data services roles.	DPS	DPS Community Outreach and Education (CORE) Unit.	Aug-05/ongoing	<p>On Nov. 16th, DPS Research and Planning submitted a concept designed to help identify potential volunteers among upcoming retirees. The concept came from IALEP planner's conference.</p> <p>Personnel involved in planning the program attended training and observed successful programs. DPS moving toward establishing a program coordinator in FY06. CORE Unit recruiting volunteer coordinator to develop skills inventory.</p> <p><b>June 2006</b> Volunteer coordinator to develop skills inventory.</p> <p><b>October 2006</b> DPS hired a volunteer coordinator in H.R. beginning in FY07 who will develop skills inventory.</p>
f.	Coordinate with industry constituents to develop a volunteer	AOT		May 2006 - ongoing	AOT will coordinate with the Arizona Tourism Alliance and several major industry associations to develop database and information. Discussion scheduled to start September 2006 to prepare for FY07-08 activities.

	opportunity database and increase knowledge about jobs and opportunities available to the aging workforce, and to communicate these opportunities to the aging population.				
g.	Provide outreach to and recruit newly discharged military personnel as part of their discharge planning. Work with military bases to match the military occupation of those being discharged with the vacancies available at the State of Arizona.	ADVS	Military Bases, US Dept. of Veterans Affairs, Maricopa County	Spring 2005 - 2008	<p>Holding bimonthly briefings at Luke AFB and periodic meetings at Maricopa Work Force Connection Since Spring 2005.</p> <p><b>June 2006</b> The State Approving Agency has been holding bi-monthly briefings at Luke AFB and periodic meetings at Maricopa Work Force Connection Since Spring 2005</p> <p><b>Oct 2006</b> The State Approving Agency continues to hold bi-monthly briefings at Luke AFB and Maricopa Workforce Connection.</p>
h.	Identify on-the-job training and apprenticeship programs that may be suitable for veterans seeking employment with the State. The veterans can work for the State while obtaining Montgomery	ADVS	ADOA, US Dept. of Veterans Affairs.	Spring 2005 - 2008	<p>Initiated contact with ADOA, Director was discussed at the Governor's Cabinet Meetings. In August, The State Approving Agency met with the Arizona Law Enforcement Association Commission to discuss applicability.</p> <p><b>June 2006</b> The State Approving Agency has initiated contact with ADOA and the ADVS Director has discussed at the Governor's Cabinet Meetings. In August, The State Approving Agency met with the Arizona Law Enforcement Association Commission to discuss applicability.</p> <p><b>Oct 2006</b> The State Approving Agency has been working with the</p>

	GI Bill educational benefits.				Arizona Department of Juvenile Corrections regarding educational benefits for its corrections officers.
i.	Coordinate with Department of Education and Department of Economic Security to support work of the Governor's Council on Workforce Policy, to recommend allocations of WIA funds, and to develop and implement short and long-term strategies and programs designed to train and retrain an aging population.	Commerce			<b>October 2006</b> See Objective 2.4g.
j.	Coordinate with key stakeholder networks to increase awareness and to incorporate demographic trends and associated strategies into local and regional economic and community and workforce development plans.	Commerce			<b>October 2006</b> See Objective 2.4h.

**Objective 5.4: Implement human resource policies that balance the needs of state employers with the changing needs of an aging workforce.**

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Develop an educational plan to address the varying phases of retirement for employers.	DES			Action plan under development
b.	Develop a succession management program.	DES			Action plan under development
c.	Investigate incentives to university departments to incorporate aging experts in their hiring plans.	ABOR			<p>Many programs do not need incentives to expand their intellectual capacity in the area of aging. The universities will consider all appropriate strategies going forward but cannot promise such an incentive.</p> <p><b>Oct 2006</b> The proposed School of Aging and Lifespan Development will be an interdisciplinary program of instruction, research, and community outreach that relies on a small core of faculty within the School and an extended network of faculty from a variety of departments and colleges within ASU and across all campuses of ASU. The proposed School will use its resources to urge joint appointments of faculty (.50FTE in the School of Aging and Lifespan Development and .50FTE in a partnered department). The Arizona Center of Aging, recently re-organized and hosted by the Colleges of Medicine and Nursing, actively promotes interdisciplinary research, education, clinical care and community outreach. In addition, the successful application by the UA COM for the nationally prestigious Donald W. Reynolds Grant to enhance physician training in geriatrics/gerontology, provides incentives to all disciplines to incorporate aging experts.</p>
d.	Collaborate with Department of	ADOH	ADOA	3/06 - 12/06	

	Administration to provide information about retirement, benefits, and post-retirement opportunities to employees at or near retirement age.				
e.	Prepare a plan for key employee succession and skill retention in the future.	ADOH		7/06 - 3/07	
f.	Agency representatives and the Merit System Council are reviewing the rules and identifying those that may be in need of modification in preparing for aging issues.	DPS	Law Enforcement Merit System Council (MCS) which sets provisions for employment and compensation.	Sep-04	A member of the DPS planning staff, familiar with aging issues, has been assigned to the MSC Rules Revision Committee charged with reviewing rule changes.
g.	Implement temporary appointments, hourly employment, and flexible scheduling to fill gaps in specialized areas.	DPS	Law Enforcement Merit System Council (MSC) which sets provisions for employment and	Sep-04/ongoing	A member of the DPS planning staff, familiar with aging issues, has been assigned to the MSC Rules Revision Committee charged with reviewing rule changes.  <b>October 2006</b> DPS is employing hourly pay, temporary and provisional appointments to fill gaps and retain specialized skills.

			compensation.		
h.	Offer flex hours, job sharing, reduced work weeks, telecommuting, programmed rotation, and temporary assignments of a shorter duration.	DPS	Law Enforcement Merit System Council (MSC) which sets provisions for employment and compensation.	Sep-04/ongoing	<p>A member of the DPS planning staff, familiar with aging issues, has been assigned to the MSC Rules Revision Committee charged with reviewing rule changes.</p> <p><b>October 2006</b> DPS offering flex scheduling and telecommuting under current MSC rules to accommodate and retain skills.</p>
i.	<del>A state-level "Retirement Ombudsman" would be a valuable resource that could specialize in retiree issues and maintain a database and skills inventory for retirees who might want to volunteer their services to the state.</del>	DPS			NOTE: Suggested by DPS but for ADOA. Will be deleted in posted version.
j.	Investigate ways to encourage employee retention (such as flexible work schedules and job shares), minimize turnover through management training programs, and assist managers facing	ADVS	ADOA	Fall 2005 to March 2006	<p>Managers will be enrolled in the new Arizona Government University management training program (STARS) beginning January 2006.</p> <p><b>June 2006</b> Human Resources is researching the use of virtual offices by other state agencies. Unusual work scheduling has been implemented by the Arizona State Veteran Home. Newly hired managers have received management training from the new Arizona Government University (STARS).</p>

	increasing work demands with limited human resources.				<b>Oct 2006</b> Virtual office settings are being used by the Office of Education and will be used by the Office of Special Events.
k.	Perform workforce analysis and proactive recruitment.	ADOA	HR	Ongoing	<p>Other states have been queried to identify a best practice model for workforce planning. The state has selected a model and is currently in the review process to pilot this approach before implementing statewide.</p> <p>A statewide workforce/succession planning model has been developed and is being piloted by ADOA beginning April 2006. Other agencies currently interested in implementing the model include Department of Revenue and Department of Game and Fish.</p>
l.	Explore and develop new recruitment options.	ADOA	Recruitment	Ongoing	<p>In 2005, the state redesigned their web pages for recruitment to create a single web site for potential applicants to find available job openings (azstatejobs.gov). A new feature also allows applicants to create an account and identify specific jobs of interest. When a job opening is posted, the system generates an email notification to the potential applicant. These enhancements have made job searching much easier for potential applicants, and when combined with the state's new automated recruitment system (Hiring Gateway), have resulted in double the number of qualified candidates applying for job openings.</p> <p>In June 2005, the agency in conjunction with other state agencies combined advertising efforts, such that there is one display ad in the Sunday edition of the Arizona Republic promoting nearly all job openings. This collaborative approach is more cost effective, provides a more visible advertising presence, and has been more effective in drawing potential candidates.</p> <p>As a result of ongoing discussions with the three major internet recruitment providers (Monster, Career Builder &amp; Jobing.com), we have been able to obtain significant short-term cost reductions for online position posting for all state agencies from Career Builder &amp; Jobing. In addition, both providers</p>

					have offered free online job posting training classes for agency recruiters. We will issue an RFP in the summer of 2006 in order to pursue cost reductions as a permanent solution.
m.	Explore recruiting military veterans and retirees.	ADOA	Recruitment	Ongoing	<p>The state currently offers preference to veterans when applying for state jobs (ARS 38-492). Other avenues to enhance the recruitment of military veterans and retirees are being investigated.</p> <p>ADOA Recruiters attend job fairs targeted to the recruitment of National Guard and other military personnel.</p> <p>ADOA Recruitment is examining the U.S. Army's Partnership for Youth Success (PAYS) program for possible Agency involvement.</p>
n.	Develop and provide succession management tools to assist agencies in developing their own staff through training and mentoring programs.	ADOA	HR	July 2005 to June 2008	A statewide workforce/succession planning model has been developed and is being piloted by ADOA beginning April 2006. Other agencies currently interested in implementing the model include Department of Revenue and Department of Game and Fish.
o.	Assess employees' training needs.	ADOA	AzGU	May 2005 to June 2007	The agency completed a training needs assessment of supervisors and managers in May, 2005, sampling over 1,700 employees. This information was used to develop a new line of training (Leadership Series). In January, 2006, agency directors were asked for input to assist in the development of future AZGU products and services for employee development.
p.	Develop training programs for emerging skills.	ADOA	AzGU	Ongoing	All training curriculum has been reviewed, revised, and standardized. The Supervisor Academy was piloted in July 2005 and full implementation began August 2005. Future training programs will continue to be developed to

					address emerging skills needs with the input of the agencies.
q.	Provide variety of training in various formats to meet demands of employees.	ADOA	AzGU	Ongoing	The agency began piloting some classes in a laboratory format for both MS Office products and AFIS training. Between January and April 2006, the agency will be developing computer-based training for selected courses. Beginning in April, 2006 we will begin offering selected classes in online formats.
r.	Automate recruitment system.	ADOA	Yahoo Hiring Gateway	Completed	In 2005, the state implemented a new automated recruitment system (Hiring Gateway) that works in concert with a redesigned web page that provides a single web site for potential applicants to find available job openings (azstatejobs.gov). As a result, the average time to hire has been reduced by 30%; staff productivity has increased up to 20%; and the number of qualified candidates has doubled over the previous process.
s.	Establish internship programs for high school and college students.	ADOA	Recruitment	October 2005 to June 2007	<p>The agency developed an internship program and created guidelines for paid credit internship programs in consultation with partner schools. This program will be piloted in ADOA and evaluated prior to expanding implementation to other state agencies. The selection of potential interns has been on-going, with successful candidates scheduled to start in January 2006.</p> <p>A pilot was implemented in ADOA in January 2006. Forty student applications were considered and four student interns were hired into ADOA. Interns are currently working this spring. Program will be evaluated after the end of the spring semester. Program may be expanded to other state agencies in the future.</p>
t.	Provide part-time work for state employees easing into retirement.	ADOA	Work-Life	Ongoing	The agency is investigating options for allowing state employees to ease into retirement by working part-time. Further research into possible personnel rule changes that may be necessary is ongoing.

					A task team has been convened to study and propose guidelines for increasing part-time employment for retirees and persons returning from disability.
u.	Develop plans for job sharing and continue offering flexible work schedules.	ADOA	Work-Life	Ongoing	<p>The agency is currently promoting flexible work schedules for employees when working conditions and job responsibilities allow for it. Job sharing programs are continuing to be investigated.</p> <p>A task team has been convened to study and propose guidelines for increasing the use of job share arrangements and flexible schedules.</p>
v.	Establish an intra-agency task force to develop plans for recruitment, retention, and reallocation of staff consistent with projected needs.	ADC	ADOA	Start: April 2004, End: February 2020	<p>Formed the following teams: Correctional Officer Standards team 01/2006 (analyzing results prior to formulating recommendations), Promotion Process Team (implemented ADOA approved recommendations effective 01/01/2006), Employee Wellness Committee, Assessment Center Dev Team (assessment underway for Major).</p> <p><b>June 2006</b> Several recommendations are being implemented that allow applicants additional opportunities to attend the Correctional Officer Training Academy, thereby increasing the number of applicants in all age categories. Promotion Process Team (implemented ADOA approved recommendations effective 01/01/2006) ADDITIONS (07052006): currently monitoring success of implemented recommendations (during one-year promotional cycle) which provides a more comprehensive evaluation of applicants while allowing applicants to receive credit for education, awards, etc. Employee Wellness Committee:</p> <p>Occupational Health Unit implemented monthly training on various health topics for central office and programs of instruction for complexes with goal of enhancing health and longevity of all employees and aiding in retention. Assessment Center Dev Team has added evaluation of Correctional Administrators I/II/III/IV within scope of assessment and is formulating recommendations.</p>

w.	Establish a Nurses Aide training program for offenders to ensure there are a sufficient number of adequately trained inmates to assist prisoners with severe physical limitations as "offender aides."	ADC	Rio Salado Community College	Start: Sept 18, 2005 End: Oct 20, 2006	Researching states with similar programs; researching policy legal restrictions; Rio Salado is taking the lead on putting together a program.  <b>June 2006</b> Additional information has been gathered and is being reviewed. Status remains the same at this time.
x.	Coordinate with the Department of Administration, as appropriate, and assist in developing retirement transition opportunities for aging state workers.	GACA	ADOA, ARS, DES	Start exploration 2008	Start 2008

**Goal 6: Enhance the State's capacity to develop and maintain the necessary infrastructure to deliver services in a culturally appropriate, timely and cost effective manner.**

Every aspect of living in Arizona may be affected by the future changes in our increasing and changing population. Housing, transportation, health care, education and other state-supported services will take shape based on the needs of our diverse population. The ability of the State to adapt to change, incorporate the use of new technology, form public-private partnerships to create and expand services to reach all corners of the state will be some of the challenges and opportunities that face Arizona as we grow.

**Objective 6.1: Use regional and technological approaches to improve service delivery, especially to underserved areas.**

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Investigate alternatives for financing currently uncovered services, specifically vision, hearing, and dental services.	AHCCCS			Strategies will require legislation and funding. Currently no specific activities focus on this issue.
b.	Support the infrastructure of Federally Qualified Health Centers (FQHCs) and other existing providers in underserved areas.	AHCCCS		Ongoing	The AHCCCS Acute and ALTCS plans utilize FQHC's and rural health centers to provide services to members.
c.	Provide more services over the web.	ADHS		Became effective Jan 05 and Ongoing	Increased public access to licensure and facility inspection information.

d.	Identify technology/ communication systems to make agency resources, best practices, and partners accessible to aging adults, partners, and providers.	ADHS		02/2005 - 11/2005	Setup NET technology infrastructure to support Agency e-solutions/web based applications.
e.	Utilize Community Network Teams to assess the needs of underserved areas.	DES			Action plan under development
f.	Updated VIMS (Veterans Information Management System) software will provide enhanced case management capability for the Veterans Services Division.	ADVS	Software Company	January 2005 - December 2005.	<p>Correction: VIMS is "Veterans Information Management System." Information entered into the database by all offices Oct 2005. There remain significant backlogs of information to be entered into VIMS, but 2 FTEs have been authorized to input the information (funding was available as of 7/1/06).</p> <p><b>Oct 2006</b> Data entry clerks are being recruited so that VBCs will have assistance inputting veteran claim information into VIMS. The personnel will input backlogged information so that all claims will be available in the database.</p>
g.	Explore opportunities for a statewide approach to providing academic degrees (MS, PHD) in gerontology.	ABOR			<p>A joint proposal has been submitted to the Arizona Board of Regents Learner Centered Education Grants Program for a joint effort of the three universities to develop on-line courses that can be offered as part of an effort to provide courses to those individuals in rural areas dealing with older adults who can not attend one of the programs.</p> <p><b>Oct 2006</b> Three requests for authorization to plan new degree programs should come to ABOR before the end of the calendar year. One request is to create a B.S. in Aging and Lifespan Development and a second request</p>

				<p>is to create an M.S. in Aging and Lifespan Development. A third proposal, jointly sponsored by the College of Human Services and the School of Global Management and Leadership, also at the West campus, requests authorization to plan a masters in resource planning for aging. The MRPA will be heavily based on on-line distance learning courses.</p> <p>Importantly, UA and ASU collaborate in providing Graduate Programs in Gerontology Certificates. The invigorated UA Graduate Program in Gerontology is administered through the COM Section of Geriatrics and Gerontology. The goal is to re-institute the Masters Program in Gerontology, explore a PhD program, as well as inter-professional advanced aging-related degrees (i.e., Optics, Management and Public Policy, etc.)</p> <p>Based on the success of these graduate programs over a 5-year span, a doctoral program in gerontology may be proposed.</p>
h.	Provide resources and administrative support for sustaining and expanding the gerontology certificate programs at the three state universities.	ABOR	July 2005 - Dec. 2006	<p>Studying how to enhance their gerontology program or redesign it to attract more students. At this point, only ASU offers the graduate certificate in gerontology. The U of A disbanded their gerontology program two (or more) years ago. NAU does not have a graduate certificate program.</p> <p><b>Oct 2006</b> ASU's across-campus Gerontology Program is hosted by the College of Human Services which currently provides salaries, office space and equipment, and other resources for a .50FTE program director, a 1.0 FTE lecturer, and a 1.0FTE administrative assistant, as well as funding to support 5-6 courses taught each year by Faculty Associates. The College also provides the Gerontology Program with an operations budget, support for its yearly conferences, and other resources as needed to sustain and promote ASU's Gerontology Program.</p> <p>The UA Graduate Programs in Gerontology are administered through the Section of Geriatrics and Gerontology in the COM, the co-host of the reorganized ACOA. UA gerontology programs receive support from the Donald W. Reynolds Grant in geriatric education, awarded to the UA. Application for this grant required the full support, as well as matching funds</p>

					by the UA, demonstrating the UA commitment to aging-related issues.
i.	Continue to develop, expand and publicize services offered to the general public through statewide satellite offices including use of trained volunteers.	AG			For progress notes, visit the Office of the Attorney General's web site located at <a href="http://www.azag.gov">www.azag.gov</a> .

**Objective 6.2: Develop programs and approaches to close the gaps in the state's current aging services infrastructure and delivery system.**

<b>Strategies</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
a.	Explore how assisted living facilities can be used to provide services to nursing facility residents with special health care needs (behavioral, medically involved).	AHCCCS	Ongoing	AHCCCS requires ALTCS plans to develop networks that meet the needs of their memberships. This includes the development of special programs in assisted living facilities.
b.	Provide resources and administrative support for the expansion of the medical campus in downtown Phoenix and its programs.	ABOR		<p>At ASU, they have budgeted \$1.5 million in FY2005-06 for their portion of the College of Medicine-Phoenix and the state has provided \$1 million of that funding. At the U of A, they have budgeted \$8.8 million in FY2005-06 for their portion of the College of Medicine-Phoenix and the state has provided \$6 million of that funding. Current timelines and budgets extend to FY2024-25.</p> <p><b>Oct 2006</b> To date, the ASU Gerontology Program has not been involved in the expansion of the medical campus in downtown Phoenix and its programs. With the creation of our proposed School of Aging and Lifespan</p>

					<p>Development and its Center for Aging Studies, however, we anticipate that the programs will have the resources (e.g., core faculty and institutional support system) to link with the medical campus for possible collaborative efforts both in instruction and in research.</p> <p>The UA provided tremendous support for the UA COM, Section of Geriatrics' successful application for the nationally prestigious 4-year, \$2 million Donald W. Reynolds Grant in geriatric education (funded, July 2006). This grant will provide much-needed resources to build interdisciplinary, longitudinal aging-related education for the Phoenix campus of the COM.</p>
c.	Establish internal task force to explore new construction/remodeling needs and alternative options based on elderly offender population growth, including lease/purchase of overbuilt or underutilized assisted living and long term care facilities.	ADC		Start January 2006, End January 2016	<p>Desired Outcome: Establish a multi-disciplinary work group to review construction needs. FAB to conduct a facility review.</p> <p><b>June 2006</b> No workgroup has been established; The Facility Activation Bureau will develop a work group consisting of FAB representatives, Physical Plant Administrators and Health Administrators at each facility to identify current ADA, assisted living, and long-term care capacity. Then a forecast of the probable need for additional ADA and/or assisted living and long-term care beds will be assembled. We will then determine if these modifications can be made to existing inmate housing/support areas or if new construction will be required. Plans and budgets will be developed from the information and appropriate Capital/Renewal requests will be made in the annual Capital/Renewal Budget to achieve an appropriate number of ADA, Assisted Living, and Long-Term care beds.</p>
d.	Negotiate contracts for community halfway house/group home placements for the elderly offenders upon release, depending upon available funds.	ADC		Start FY 2007, End FY 2012	Desired Outcome: Create a multi-agency committee through legislation that would address housing issues. Develop a voucher housing program.
e.	Increase accessible,	DES	ADOH	9/30/05 - 9/29/06	DES received a grant to conduct a comprehensive planning process for

	safe and affordable ADOH options for seniors through collaborations.				State Aging Services with a component dedicated to statewide housing options.  <b>June 2006</b> DES received \$2.8 million in State funding for SFY'07 to fund new emergency shelter beds for victims of domestic violence.
f.	Increase the number of eligible older adults receiving food stamps.	DES			Action plan under development
g.	Increase awareness of the family caregiver support services.	DES	AAAs	Ongoing	Outreach is a component of the Family Caregiver Support Program. Each AAA promotes their support services in their planning and service area. New initiatives under consideration at each AAA to increase awareness including use of radio and print PSA's at several agencies.  <b>June 2006</b> Outreach is a component of the Family Caregiver Support Program. Each AAA promotes their support services in their planning and service area. Preliminary totals for SFY-06, gathered from monthly reports from the AAA's, indicate a significant increase in the number of family caregivers in Arizona touched by the FCSP.
h.	Integrate departmental services in order to effectively serve the family unit.	DES		3/2005 - Ongoing	Integrated Local Offices - All DES local program offices with FAA, Jobs, Job Service, and DCSE, will streamline provision of employment services. DES will organize new staffing and office models to completely integrate services for clients.  <b>June 2006</b> Integrated Local Offices - DES has developed new positions called TANF Service Coordinators, who are responsible for assessing the needs of TANF applicants up front in the process and referring clients to appropriate services using a rapid-service model.

i.	Cross train providers & utilize case managers across agencies to assist seniors with processes for dealing with multiple agencies and services.	DES	AAAs	July 2006- June 2007	In the process of revising case management manual.  <b>June 2006</b> Meeting will be re-initiated with AAAs to continue the process of revising case management manual.
j.	<del>Increase awareness of the family caregiver support services.</del>	ADOH			eliminate/ part of 6.31
k.	Create/support programs for new construction of senior complexes, acquisition/rehabilitation of existing senior housing projects.	ADOH	AHCCCS/DES Area Agencies of Aging	7/06 - 12/07	
l.	Expand home modification program for seniors throughout the state.	ADOH	AHCCCS/DES	7/06 - 6/07	SFY 2008 implementation
m.	Review homeowner rehabilitation and manufactured ADOH replacement programs to improve feasibility for seniors.	ADOH		7/06 - 6/07	SFY 2008 implementation

n.	Research potentials for the creation of manufactured ADOH developments for both rental and homeownership projects.	ADOH		7/07 - 6/08	SFY 2009 implementation
o.	Investigate the application of universal design principles to all new multifamily ADOH projects funded by ADOH.	ADOH		3/06 - 12/06	Ready for 2007 LIHTC application round
p.	All design for new Built Environment projects must be Americans with Disabilities Act (ADA) compliant, and eventually, 90% of park facilities should meet at least 75% of state/federal accessibility requirements.	ASP			
q.	Update Visitors Centers to meet the needs of the aging population.	AOT	ADOT	Fiscal year 2007	AOT and ADOT are currently finalizing agreement for renovation of State Welcome Center located in Lupton, AZ. (Only state run visitor center) ADOT has projected construction to being start of FY07.  <b>June 2006</b> AOT and ADOT are continuing discussions to finalizing

					agreement for renovation of State Welcome Center located in Lupton, AZ. (Only state run visitor center) ADOT has delayed construction plans to start in FY07 due to budget changes.
r.	Investigate the opportunities of additional facilities in the state to serve its veteran population. Include focus on long-term care needs of veterans and their spouses who have Alzheimer's or other forms of dementia and/or mental illness.	ADVS	Social Services in Arizona	Continuing	<p><b>June 2006</b> The Arizona State Veteran Home has developed stronger relationships with social services. A marketing effort is being developed to encourage the use of the Adult Day Health Care program there.</p> <p><b>Oct 2006</b> A grant was submitted to the Area Agency on Aging to obtain funding for a Snoezelen room which would allow the Adult Day Health Care (called Ray's Club) to more effectively work with Alzheimer's patients. Ray Club has also increased its marketing efforts and is working to increase the number of participants in the program.</p>
s.	Plans for future Veterans Home facilities have been developed based on the Phoenix model.	ADVS	US Dept. of Veterans Affairs	Fall 2005 - 2008	<p>An Administrator for the Arizona State Veteran Home with a strong Human Resources background was hired.</p> <p><b>June 2006</b> A new Administrator for the Arizona State Veteran Home was hired in December 2005. Legislation to fund a new veteran home in Tucson was enacted (SB 1043)</p> <p><b>Oct 2006</b> A Facilities Manager was hired in October 2006 to coordinate the construction of the veterans home in Tucson, along with other land acquisitions and construction projects. This individual will oversee all agency engineering responsibilities statewide, working closely with US Department of Veterans Affairs for land acquisition and funding 65% of the construction costs for the Home in Tucson.</p>

**Objective 6.3: Create working partnerships across state agencies and with private entities to improve the state's ability to develop the business & service**

**infrastructure necessary to meet the needs of seniors.**

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.		AHCCCS			Deleted. Duplicate strategy. See 6.1.b
b.	Support "Universal Building" efforts extended by the Department of ADOH.	AHCCCS, ADOH			Currently no specific activities focus on this issue.
c.	Expand health promotion/education opportunities by bringing public health and aging networks together.	ADHS, DES	AAA's, LHD, community agencies	4 - 05 and ongoing	First meeting held to discuss opportunities to collaborate. <b>June 2006</b> Received CDC SENIOR Grant to create Healthy Aging Communication Network
d.	Increase available funding for aging services through resource development.	DES		Sep-05	In addition to the receipt of two grants within the past two months, DES submitted an aging services budget request to the state legislature.
e.	Increase needed supports through community partnerships, maximization of local resources, and expanded availability of caregivers.	DES			Refer to 8.3.a.
f.	Enhance Adult Protective Services and Non-Medical	DES	Public Fiduciaries and VA	Jul-05	APS has conducted meetings with most of the Public Fiduciaries statewide (others are scheduled) in an effort to improve the referral process and expedite services to mutual clients. The DES 2007 budget request to the

	Home and Community Based Services to meet the needs of the growing aging population.		Fiduciary.		state legislature asks for additional APS staff to move toward 100% investigation and an expansion of HCBS.
g.	Build a system of services that is accessible, practical, user-friendly, and culturally competent through partnerships.	DES			Refer to 1.1.d and 3.2.b
h.	Partner with local communities to develop locally driven services and programs to meet the needs of the aging populations.				Refer to 1.1.d and 3.2.b
i.	Ensure continued collaboration between State agencies and community partners by identifying and implementing programs and services that address evolving issues affecting older adults.	GACA	All state agencies, community partners	Ongoing	<p>Developed Seniors Resource Guide (10/05). Assisted with the development and implementation of the Aging &amp; Disability Resource Center grant (10/05) Assisted DES in conceptualizing, obtaining, &amp; implementing federal planning grant (11/05). Planning the Governor's Conference on Aging for May 2006.</p> <p><b>June 2006</b> - Supported Governor's request for additional funding for independent living supports for seniors and adult protective services. Requested quarterly reporting from DES as to nature of expenditures of new FY07 dollars. Planning improved advocacy strategy for 2007 legislative session.</p>

					<b>October 2006</b> – In process of planning local Senior Action Days to allow more seniors to participate in advocacy efforts. As part of this effort, will be collaborating with DES to host public hearings on the State Plan on Aging in the spring 2007.
j.	Technical Assistance and line staff provides help to local governments, nonprofit and private developers interested in providing affordable housing to low and moderate income person.	ADOH		Ongoing	The Arizona Department of Housing provides technical assistance to communities, counties, non-profit organizations and other partners with the technical assistance necessary to access our resources and develop projects that meet critical community development and housing needs. ADOH can provide staff assistance and grant-writing assistance to support the creation of projects.
k.	Collaborate with state agencies, local governments, nonprofit and private service providers to utilize Medicare and Medicaid waivers and other programs to support quality aging in place for seniors.	ADOH		Ongoing	Arizona Department of Housing concluded that “small-related” households have greater housing needs than “large-related” households, and that elderly renters and homeowners continue to be challenged. Arizona Department of Housing currently awards funding to projects that offer supportive services. In the 2006 Qualified Allocation Plan, points were awarded to project serving individuals who are 62+ years of age or who are disabled and must offer Supportive Services.
l.	Collaborate with state & local government agencies, nonprofit & private service providers to develop a range of medical, recreational and other	ADOH		Ongoing	Arizona Department of Housing supports local communities in Arizona with the increased challenge of balancing future growth while keeping existing housing stock, infrastructure and community facilities from declining. Construction or improvements to a range of community facilities included as senior centers are encouraged community, social service, health centers.

	support services for residents of new ADOH projects.				
m.	Establish a wide range of collaborative efforts within state government, with local governments, nonprofit and private housing and service providers to develop a coordinated senior housing program.	ADOH		Ongoing	Agencies providing services related to housing, social services related to housing, social services, elderly persons, disabled persons, persons with HIV/AIDS, families and homeless have permanent representation on the various planning bodies described above, were contacted and consulted, and have been invited to participate in public hearings. Arizona Department of Housing will continue to coordinate with these agencies throughout the coming years in order to maximize the effectiveness of the service delivery system, ascertain the emergence of new and ongoing needs, provides activities to address these needs.
n.	Collaborate with the Registrar of Contractors to investigate the potential for reduced contractor licensing requirements for minor home rehabilitation.	ADOH		Ongoing	Arizona Department of Housing program guidelines are informed through regular ADOH collaboration with Arizona Register of Contractors, including determination of applicable licensing classifications.
o.	Help prevent fraudulent schemes and financial crimes committed against the elderly through public education, training and enforcement.	DPS, AG	A/Gs Office, DPS CORE Unit, DPS Criminal Investigations Division.	Sep-05	DPS General Investigations Unit approved a protocol for accepting identity theft and fraudulent scheme reports regardless of point of origin.  In October, the DPS Criminal Investigations Division issued a policy statement requiring reporting on issues relating to crimes against the elderly. This resulted in distribution of a public alert from the A.C.T.I.C. on a predatory e-mail scheme.
p.	Assess the needs of	AOT		July 2005 - ongoing	AOT is participating in workforce development program and discussion with

	the aging population for Arizona tourism and partner with appropriate state agencies to coordinate findings and integrate plans.				constituents groups to assess industry needs. Based on findings, AOT will coordinate with appropriate agencies address issues and integrate plans.
q.	Identify the mobility/transportation challenges facing the aging population related to travel and tourism in Arizona and coordinate with the appropriate state agencies, cities, counties, etc., to address these issues.	AOT		Beginning in FY07	AOT will develop a survey program to collect information from AZ travelers regarding challenges faced in mobility/transportation. AOT will then coordinate discussions with appropriate entities to address needs and develop solutions.
r.	Work with localities to design safe and well-maintained passenger transit and rail stations to address the needs of the senior traveler.	ADOT	City of Phoenix/Valley Metro Rail; Arizona transit grantees	Ongoing	ADOT has safety oversight responsibility for the Phoenix Light Rail system and works with the City and Valley Metro Rail to determine appropriate safety standards for these facilities. In addition, ADOT reviews facility plans of its rural federal transit (Section 5311) grantees.
s.	Increase collaboration with other entities (such as the Arizona National Guard, Department of Defense, Maricopa	ADVS	Agencies listed and the AZ Dept. of Corrections	Spring 2005 - Continuing	Agency has entered into written and verbal agreements with each of the entities listed and is looking to expand its collaborative efforts.  <b>Oct 2006</b> The program is operational and service personnel are receiving counseling and support required by the OEF/OIF Memorandum of Understanding (Operation Enduring Freedom / Operation Iraqi Freedom),

	<p>Workforce Development, Arizona State University-Educational Opportunity Center Veterans Upward Bound Program and Educational Opportunity Center, Arizona Department of Economic Security-Veterans Services, and private universities such as Charter Oak and Excelsior) to provide career counseling to veterans.</p>				<p>one of the farthest-reaching agreements in place between the National Guard and the VA in the country.</p>
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**Objective 6.4: Establish policies, procedures, regulations, and statutes that reflect the changing nature of an aging population.**

<b>Strategies</b>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
a.	Pursue policy changes at the state and federal levels to allow more flexibility based upon local needs.	DES			Action plan under development
b.	Develop and promote policy initiatives that address new and	GACA	All state agencies and community	Ongoing	Maintain Legislative and Policy Coordinating Committee to coordinate advocacy agendas for aging issues. Participate in the Interagency Council on Long Term Care, the Citizens' Workgroup on LTC, meet weekly with

	developing issues related to aging that affect the quality of life for older Arizonans, their families and the communities where they live.		partners		aging leaders to coordinate.  <b>June 2006</b> – Developing new advocacy and approach to legislative issues for 2007. Will include greater local participation, timely Legislative Updates, and other strategies still under development.  <b>October 2006</b> – Met with Governor and will address the appropriate timing to provide input to the Governor about policy issues that affect older adults.
c.	Modify the homeownership development program to accommodate the financial and social needs of seniors. Emphasis will be placed on developing an elderly homeownership program on tribal lands where land ownership challenges have been addressed.	ADOH		7/06 - 6/07 Ongoing	SFY 2008 implementation
d.	Consider use of specific allocation of financial resources and/or use of set asides and preferences to encourage and stimulate senior housing development.	ADOH		7/06 - 12/06	In the 2006 Qualified Allocation Plan, points were awarded to project serving individuals who are 62+ years of age or who are disabled and must offer Supportive Services. Further, a total of \$1,000,000 was set aside for senior projects allocating 100% of their units to seniors.

e.	Modify standards for traffic control devices to increase visibility, such as increased visibility of signs and pavement markings.	ADOT	FHWA	Jan 2003/Jan 2006	Modify standards for signs and pavement markings Adopt 2003 MUTCD
f.	Make appropriate revisions to design related documents for highway improvement projects that address the diminished physical capabilities of the elderly, including provisions for additional disabled parking spaces and increased use of traffic calming techniques.	ADOT	FHWA AASHTO Phoenix	Jan 2005/Jan 2007	Arizona has been designated as a lead state for Pedestrian Safety
g.	Renew efforts to change existing laws by working with state lawmakers to increase the maximum amount of fees the Fiduciary Division can collect.	ADVS	Arizona Legislature	TBD	First VTF Meeting was held 9/9/05 and the final meeting is 12/12/05. Recommendations will be provided to the Governor and the Legislature in January 2006.  <b>June 2006</b> The VTF final report did not include any recommendations to add to the number of Fiduciary clients available. One recommendation, however, was to establish a more permanent body to review issues of important to the veteran population. The Executive Order has not yet been issued.
h.	Determine whether statutory changes to	ADC		Start: September 2004 still ongoing	Substantial research and interaction has taken place by the law enforcement agency members of the Sentencing Advisory Group.

	Arizona's sentencing structure are appropriate to permit early release of specified elderly felons who have been convicted of non-violent, non-sex crimes, have a low risk of recidivism and who have already served some substantial portion of their sentences.				<b>June 2006</b> No update.
i.	Explore how disciplinary practices for inmates and offenders on community supervision may consider issues of aging and illness as mitigating factors.	ADC		Start FY 2006, End FY 2011	<p>For incarcerated inmates, review statutory and disciplinary directives for mitigating factors of age that may affect the process. Make policy recommendations if necessary. To be completed by 06/06. For Offenders on Community Supervision, Parole Office currently considers age as a mitigating factor when determining sanctions for violators, and age and medical condition of offender when determining contact location. Further refinement of this practice will be explored on an ongoing basis.</p> <p>The disciplinary system is in the process of being evaluated and modified to better reflect the principles of the Parallel Universe and ADC's Strategic Plan. Once the system has been approved, a second review will occur to build in flexibility if needed to allow for appropriate adjustments related to the elderly population.</p> <p><b>June 2006</b> The draft of the inmate disciplinary policy DO 803 is undergoing final revisions. A section will be included that addresses the needs for elderly offenders.</p>
j.	Update current system	ADC		Start: Oct. 2005,	All Department Orders have been reviewed for possible modification for

	of written instructions to ensure the Dept's processes are correct & include transpositioning practices, exploring policies in other agencies & assuring input of victims' groups in any policy changes.			End: Dec. 2009	aging issues; 11 states contacted for info on aging projects in progress; policy review procedures now include direction to assess aging issues.  <b>June 2006</b> No change.
k.	Explore whether revisions to pertinent statutes are necessary to enable medical parole for elderly offenders where there is documented need for long-term intensive nursing care, regardless of longevity.	ADC	Board of Exec. Clemency & ADC Legal Services	The Board of Executive Clemency already has the authority enumerated by statute A.R.S. Section 31 - 402	The Board of Executive Clemency and Governor's office should determine whether additional statutory authority is necessary or appropriate.  <b>June 2006</b> No change.

**Goal 7: Promote quality of care in all aging services.**

Arizona has a diverse continuum of care delivery system for older adults who need health care and/or residential care. The foundation of the system is built on promoting independence, choice, and dignity. In 2020, with the growth and changes in Arizona's population of adults needing care and services, a central task will be ensuring quality in our health and social support systems.

**Objective 7.1: Ensure the highest quality of care through active monitoring, assessment, and training.**

<b>Strategies</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>	
a.	Provide effective oversight of community-based facilities and the care providers who work in them.	ADHS		Ongoing	
b.	Require Arizona Long Term Care System (ALTCS) contractors to submit an Annual Network Development and Management Plan that describes strategies for improvement.	AHCCCS		2001/Ongoing	ALTCS plans are required, by contract, to develop and maintain a Network Development and Management Plan that ensures the adequacy and sufficiency of the plan's provider network. The Plan is evaluated and updated annually.
c.	Require ALTCS contractors to involve member-provider councils in the identification of	AHCCCS		Ongoing	Councils continue to meet, identify salient issues, and support improvement activities.  <b>June 2006</b> New contract requires participation in local long term care work groups, councils, etc. to improve long term care services and accessibility,

	methods to improve member accessibility to services.				and to support improved understanding of long-term care issues throughout the community.
d.	Prepare for the needs of a growing ethnically diverse population by promoting cultural competency in healthcare education and throughout the healthcare delivery system.	AHCCCS		Ongoing	Acute and ALTCS contracts require that participating plans have a Cultural Competency Plan that includes a strategy for dealing with limited English proficiency. The Plans are reviewed annually by AHCCCS to ensure compliance.
e.	Develop additional incentives for health plans, program contractors and providers of care to meet quality standards and prevention goals (e.g., Pay for Performance strategies).	AHCCCS		Jun-05	Language regarding <i>Pay for Performance</i> and other physician incentive programs was incorporated in the ALTCS 06 contract. AHCCCS supports such programs as long as they are approved by AHCCCS and meet the requirements described in the Code of Federal Regulation (42 CFR 417.479).
f.	Integrate health promotion and disease prevention strategies into the facility licensing process.	ADHS		Pending	

g.	Train behavioral health and licensed facility providers on how to better address the health needs of older adults.	ADHS	HSAG, Health Care Association, AzAHHA, CMS	Ongoing	Conference to promote the prevention of pressure sores was conducted in Sept. 2005.
h.	Implement legislation on medical techs in long-term care facilities.	ADHS	Lead-AZ Board of Nursing		Pending
i.	Expand the adult day health care program (currently available at the Arizona State Veteran Home in Phoenix) to provide respite services and keep veterans in their homes as long as possible.	ADVS (ASVH)	Social Services in the community	Summer 2005 - Continuing	<p>Expanded the marketing/outreach program from the Arizona State Veteran Home to include Adult Day Health Care.</p> <p><b>June 2006</b> Last fall, the Arizona State Veteran Home expanded the marketing/outreach program from the Arizona State Veteran Home to include Adult Day Health Care. An aggressive marketing plan is under development now to build the number of participants in the program.</p> <p><b>Oct 2006</b> A grant was submitted to the Area Agency on Aging to obtain funding for a Snoezelen room which would allow the Adult Day Health Care (called Ray's Club) to more effectively work with Alzheimer's patients. Ray's Club has also increased its marketing efforts and is working to increase the number of participants in the program.</p>
j.	Partner with the Area Agencies on Aging to provide effective oversight of home and community based services.	DES		July 1, 2006- December 31, 2007	<p>Refer to 3.2.b</p> <p><b>June 2006</b> DES is currently in the process of revising its HCBS monitoring tool.</p>
k.	Develop quality	DES		Jul-05	APS is currently revising its Quality Assurance process and improving the

	assurance standards to measure the quality within Adult Protective Services.				instrument used to measure timeframes and quality.  <b>June 2006</b> APS is currently revising its Quality Assurance process and improving the instrument used to measure timeframes and quality.
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**Objective 7.2: Establish regulations and policies to promote quality of care in all settings.**

<b>Strategies</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>	
a.	Regulate and enforce assisted living training programs.	ADHS		Ongoing	Legislation passed in 2004 now enables this.
b.	Develop rules for feeding assistants program for long-term care facilities.	ADHS			Pending
c.	Change long-term care rules to reflect the increased acuity in long-term care facilities.	ADHS			Pending
d.	Increase regulation and oversight of assisted living facilities, emphasizing increased training requirements for behavioral health issues, quality of life, safety, nutrition, and	ADHS		2005 and ongoing	New rules in development

	physical activity.				
<b>Goal 8: Promote effective and responsive management for all aging services.</b> <b>To adequately serve the growing numbers of older Arizonans, changing the way the State does business must be coupled with identifying and developing new funding mechanisms, innovations in service delivery systems and expanding collaborative efforts among state agencies.</b>					
<b>Objective 8.1: Leverage federal funds and use creative financing strategies to provide the necessary resources to address the needs of a growing aging population.</b>					
<b>Strategies</b>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
a.	Create a competitive compensation plan for state employees.	ADOA	Classification and Compensation	Ongoing	<p>The agency submitted the 2005 Advisory Recommendation to the Governor and Legislative leaders in September 2005. The Recommendation acknowledges past pay increases and also stressed that overall state salaries are still 22% below the market. The Advisory Recommendation provided a five year schedule of planned pay increases, including a first-year increase of 7.5%. If adopted, this five-year schedule would bring state employees' salaries within 95% of prevailing wages offered in the job market.</p> <p>The State implemented a pay increase effective March 11, 2006. Eligible employees received a 2.5% performance pay and a \$1,650 increase to their annual base salary.</p> <p>ADOA will be submitting the 2006 Advisory Recommendation to the Governor and Legislative leaders September 2006.</p>
b.	Use claims utilization review to identify health issue and trends; identify employees' needs and focus programs on those needs; assist in controlling and reducing overall medical costs while improving the health of state employees.	ADOA		See 2.4f	See 2.4f

c.	Increase availability of voluntary benefits such as long term care insurance for state employees.	ADOA		See 5.1c	See 5.1c
d.	Take advantage of federal waiver opportunities to offer flexible long term care and establish principles, programs and payment strategies that encourage and support the delivery of cost-effective, quality services in the least restrictive settings.	AHCCCS (ALTCS)			
e.	Ensure the stability of nursing home facilities, hospitals and other critical providers through equitable reimbursement rates and support of strategies that address unsustainable malpractice premiums.	AHCCCS			
f.	Encourage and support non-traditional	AHCCCS			

	methods of financing long term care (e.g., compensating family caregivers via tax credits and respite; supporting measures that make long term care insurance a reasonable option).				
g.	Leverage funding to strengthen and enhance aging services in the state.	DES			DES received a grant to conduct a comprehensive planning process for State Aging Services with a component dedicated to funding strategies.
h.	Continuously assess resource allocation between urban and rural Arizona as demographic trends develop.	ADOH		Ongoing	Incorporating continuous market demand and needs analysis in its internal processes and external application processes allows the Arizona Department of Housing to assess resource allocation between urban and rural Arizona. Further, through citizen participation, the Affordable Housing Task Force, and collaboration with other agencies and service providers, the Arizona Department of Housing solicits information on housing and community needs.
i.	Leverage private and public resources for new construction; rehabilitation and modification of existing housing, allowing seniors to age in place at the lowest possible cost to themselves and the State.	ADOH		Ongoing	Arizona Department of Housing encourages and awards funds to affordable housing developments, both new construction and rehabilitation, that support the goal of "aging in place."

j.	Use State ADOH Fund programs for new construction of homeownership opportunities, homeowner rehabilitation and emergency rehabilitation programs for senior housing.	ADOH		Ongoing	Arizona Department of Housing provides down payment and closing cost loans to households earning at or below 60% AMI. ADOH also provides sufficient funding to local governments and non-profit organizations to conduct emergency repairs on homes for households earning between 31% and 50% AMI.
k.	Homes for Arizonans Initiative provides low-cost mortgage financing and down payment and closing cost assistance.	ADOH		Ongoing	The Arizona Department of Housing has made a commitment to making homeownership a reality for more Arizona families. ADOH makes resources available for home buying counseling, low interest mortgages, down payment and closing costs to help buyers purchase their first home through a network of non-profit agencies around the state.
l.	Public Housing Authority provides tenant-based Section 8 rental assistance, and administers multi-family Section 8 project based funds on behalf of Housing and Urban Development (HUD).	ADOH		Ongoing	Operated by the Arizona Department of Housing, the Arizona Public Housing Authority administers 59 Housing Choice Vouchers (HCVs) – 29 in Graham County and 30 in Yavapai County. The Public Housing Authority has oversight and monitoring responsibilities for 107 subsidized properties – representing 7,580 units throughout the state.
m.	Community Development Block Grant funds are used in rural communities to	ADOH			Arizona Department of Housing uses Community Development Block Grant (CDBG) funds in rural communities to address a wide variety of community development needs including the construction or improvements to a range of community facilities such as senior, community, social service, health

	construct senior centers.				and youth centers.
n.	Researches refinancing opportunities for all seniors, including reverse mortgages, and disseminate information throughout the state.	ADOH		Ongoing	Arizona Department of Housing remains engaged in discussions with its lending partners regarding mortgage products and impact low-income and senior communities.
o.	Provide a set aside for senior housing projects in Low Income Housing Tax Credit (LIHTC) program.	ADOH		Ongoing	The 2006, publicly reviewed. Low-Income Housing Tax Credit (LIHTC) Qualified Application Plan (QAP) set aside allocations devoted to Special Needs Population and Seniors. The Qualified Allocation Plan is reviewed annually.
p.	Investigate the potential for earmarking a portion of the annual CDBG State Special Projects (SSP) funding to support senior housing or related service facilities in eligible areas of rural Arizona.	ADOH		Ongoing	Projects are selected for State Special Projects (SSP) funding through a competitive process in which application are scored by a rating and ranking system that includes specific criteria to be reviewed including the extent to which the project provides a direct, provable benefit to low-income and special needs persons, especially, how effectively the proposal proves that the need for the project exists.
q.	Provide gap financing to developers of affordable senior rental	ADOH		Ongoing	Projects awarded Low-Income Housing Tax Credit (LIHTC), including those projects which provide affordable housing to senior population may currently apply for GAP funding through the State Housing Fund.

	housing using other public and private financing resources.				
r.	Seek opportunities to provide funding for the rehabilitation of existing senior housing projects.	ADOH		Ongoing	Arizona Department of Housing administers its funding programs to promote rehabilitation of existing senior housing projects, including HUD 202 projects.
s.	Make financing allowances for expanded recreational and service facilities in new senior housing developments.	ADOH		Ongoing	Arizona Department of Housing, as described in the 2006 Qualified Allocation Plan, did award specific points to projects serving 80% of more elderly individuals. Project design that address specific and targeted needs are fundamentals elements of the ADOH planning process.
t.	Consider use of specific allocation of financial resources and/or use of set asides and preferences to encourage and stimulate senior development.	ADOH		Ongoing	Arizona Department of Housing uses Low-Income Housing Tax Credit (LIHTC), Bond, and HOME financing to produce 1,200 new rental units affordable to low-income persons, including those in senior populations.
u.	Determine the feasibility of establishing a Handyman Program to assist seniors in maintaining their	ADOH		Ongoing	Arizona Department of Housing currently promotes collaboration between service providers to maximize use of funds to provide housing and services for the elderly. Programs, such as the Handyman Program. Through its work with local service providers, Arizona Department of Housing will explore programs that assist seniors in maintaining their homes.

	homes.				
v.	Use historic preservation incentives to assist elderly homeowners in older neighborhoods to remain in their homes.	ASP			
w.	Request a Veterans Administration (VA) grant to fund Phase II of the Cemetery Master Plan.	ADVS	US Department of Veterans Affairs	2007	<b>Oct 2006</b> A Facilities Manager is being hired to coordinate the agency's construction projects, including expansion of the Southern Arizona Veterans' Memorial Cemetery in Sierra Vista. This individual will work closely with the US Department of Veterans Affairs to obtain a grant to cover the costs of expansion.
x.	Obtain a VA grant to build a second state veteran home in Tucson.	ADVS	US Department of Veterans Affairs	2007	<b>Oct 2006</b> A Facilities Manager is being hired to coordinate the agency's construction projects and handle land acquisition. Upon acquisition of the property, the Director will work with the State Veteran Home Grant Program at the VA to obtain funding to build the facility. This individual will coordinate all military installation fund endeavors on behalf of the Military Affairs Commission.
y.	Consider implementation of a lease-to-own concept for funding additional facilities.	ADVS			<b>Oct 2006</b> The VA was unable to provide funding under this type of financing arrangement. The strategy is no longer being pursued.
z.	Monitor funding to ensure payments for services received through conservator services is sufficient to	ADVS			<b>Oct 2006</b> The Chief Financial Officer continually monitors revenues and expenses.

	cover expenses incurred in delivering required services.				
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**Objective 8.2: Improve administrative processes to streamline activities and increase coordination.**

Strategies	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	ADHS			
b.	DPS	DPS Executive Mgt.	Feb-06	In 1st quarter '06, DPS executive staff revised agency goals and strategic issues for Strategic Plan identifying this as an agency challenge in setting objectives and service measurements.  <b>June 2006</b> DPS executive staff revised agency goals and strategic issues for Strategic Plan identifying this as an agency challenge in setting objectives and service measurements.
c.	DES			Refer to 1.1.d.

**Objective 8.3: Use cross-agency collaboration to reduce administrative costs and maximize results.**

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Participate in the Interagency Council on Long Term Care, the Governor's Advisory Council on Aging, the Citizen's Work Group on the Long Term Care Workforce, and other work groups to identify gaps in services and facilitate mutual improvement efforts.	DES	GACA	Ongoing	IALTC is in the process of developing a Long-Term Care model. The Citizens Workgroup on the LTC Workforce recently published their recommendations for addressing workforce shortage issues.  <b>June 2006</b> – DES has become more involved in these groups during 2006 and will continue high level of involvement.
b.	Through the Aging 2020 process, promote cross-agency collaboration and leveraging to promote streamlining and improve system management.	GACA/ Governor's Office		September 2005 - Ongoing	Host quarterly meetings of Aging 2020 agencies. Collect and enter progress notes into Aging 2020 plan. Ensure posting of updates to website in timely manner. Provide opportunity to cross-pollination of ideas and efforts state and community agencies.  <b>June 2006</b> – continuing to host meetings and maintain plan.
c.	Partner with the Center for Medicare and Medicaid Services to integrate services for	AHCCCS		Jun-05	A total of seven Acute and ALTCS plans have obtained "Special Needs Plan" (SNP) status. SNPs qualify as Medicare Advantage Plans that focus on individuals with special needs, such as those who are eligible for both Medicare and Medicaid. This is expected to promote greater care

	dual eligible seniors.				<p>coordination for this population of dual-eligibles.</p> <p><b>June 2006</b> SNP was implemented 01-01-2006. To date, 35,000 AHCCCS acute and ALTCS members are enrolled with a Medicare Advantage SNP that is also a Medicaid MCO contractor.</p>
d.	Through systematic partnership building, foster collaborations between state agencies and the universities to create and evaluate new service delivery models within the aging network.	ABOR			<p><b>Oct 2006</b> A gerontology advisory board composed of key leaders of the service sector. This advisory board meets regularly and acts as conduit for curriculum, review and identification of issues in the service system to which the university may apply its resources to assist. At the U of A, they have been asked by DES to evaluate two new service models. The U of A also has two grants submitted for federal funding that involve collaboration with DHS.</p>

**Key:**

**Participating State Agencies and Boards**

<b>ABOR</b>	<b>Arizona Board of Regents</b>
<b>ADC</b>	<b>Arizona Department of Corrections</b>
<b>ADHS</b>	<b>Arizona Department of Health Services</b>
<b>ADOA</b>	<b>Arizona Department of Administration</b>
<b>ADOH</b>	<b>Arizona Department of Housing</b>
<b>ADOT</b>	<b>Arizona Department of Transportation</b>
<b>ADVS</b>	<b>Arizona Department of Veterans Services</b>
<b>ASVH</b>	<b>Arizona State Veteran Home</b>
<b>AG</b>	<b>Arizona Attorney Generals Office</b>
<b>AHCCCS</b>	<b>Arizona Health Care Cost Containment System</b>
<b>AOT</b>	<b>Office of Tourism</b>
<b>ASP</b>	<b>Arizona State Parks</b>
<b>Commerce</b>	<b>Arizona Department of Commerce</b>
<b>DES</b>	<b>Department of Economic Security</b>
<b>DPS</b>	<b>Department of Public Safety</b>
<b>GACA</b>	<b>Governor's Advisory Council on Aging</b>

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