

ARIZONA'S AGING 2020 PLAN

July – December 2008
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Goal 1: Make it easier for older Arizonans to access an integrated array of state and aging services.

For older Arizonans to fully participate in all aspects of community living, they and their families need access to information, resources, and services through a variety of venues. To this end, public and private organizations can play a leadership role in making it easier for older Arizonans to find and use the services and resources they need, no matter where in Arizona they may live.

Objective 1.1: Provide information and promote understanding of options, benefits, and available services through a range of multi-media formats.

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Enhance information systems to improve access to information related to senior health issues.	AHCCCS		Ongoing	
b.	Review and revise the AHCCCS Web site to ensure its suitability for an aging population.	AHCCCS		Ongoing	Ongoing
c.	Continue to implement Web-based strategies for collecting and providing licensing and vital records information.	ADHS	GITA	Est. completion of 12/06	<p>January 2008 - Plan to implement E-licensing in Medical, Long Term Care, Behavioral Health, Assisted Living Programs.</p> <p>July 2008 - E-licensing expected after 12/08, contingent upon approval of monies in the 2010 decision package.</p> <p>Task Completed 2007</p> <p>December 2008-Annual licensing was implemented 4/08. Work continues towards making e-licensing available for providers.</p>

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)	2005 – Sept 29, 2008	<p>July 2008 - AZ Links website is located on the Department of Economic Security (DES), Division of Aging & Adult Services (DAAS) page and can be accessed at www.azlinks.gov. AZ Links staff members continue to meet regularly with AZLINKS partners to discuss outreach and planning efforts for the rollout of the project. Meetings with Government Information Technology Agency have been held to initiate discussions on the automation of AZLINKS. Training will be rolled out to additional counties beginning October 2008.</p> <p>September 2008 - A media matrix has been created in collaboration with the Customer Assistance Committee. A marketing plan will be created to promote awareness of AZ Links. Brochures have been printed for distribution, and marketing items are being used.</p>
e.	Utilize existing resources such as State Health Insurance Program and Benefits Checkup to expand life choices and information on benefits program.	DES	AAAs	End 9/29/2008	<p>July 2008 - Links to Benefits Check Up (BCU) and the State Health Insurance Assistance Program have been added to the AZ Links website.</p>
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 Continue to update. Ongoing 12/18/2008	<p>Task Completed 2007 - updates ongoing</p> <p>December 2008- New Website up and adding links to webpage. ADOH also works on updating information for socialserve.com which assists all clients of the state in finding affordable, housing for young and old, for</p>

					disabled and non-disabled.
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 site should be Americans with Disabilities Act (“ADA”) accessible.	ASP			
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		Review & redesign of Official State Visitor Guides ongoing.	June 2008 – A web site feature is currently under development to allow choice of font size as needed
j.	Additional Veterans Benefits Counselors will need to be added.	ADVS	Various levels of government and Veterans Service Organization		July 2008 - ADVS is opening two (2) new Veterans Services offices in addition to the four opened during the last six months. New locations are Safford and Chinle. Offices that had been closed due to staffing shortages were re-opened in Casa Grande (Pinal County) and Kingman (Mohave County). Office space has been secured on the Hopi reservation and will be staffed by the Veterans Benefits Counselor assigned to Chinle. In an effort to reach the Havasupai tribe, the nearest Veterans Benefits Counselor is traveling to the reservation at the

					bottom of the Grand Canyon by helicopter on a regularly scheduled basis. With these recent additions, the agency is now able to provide services to Arizona veterans within one-hour driving distance
k.	Review and revise the Attorney General web site to ensure its suitability for an aging population in accordance with GITA guidelines and resource availability.	AG			October 2008 - All senior related materials re-done into large font for seniors. Web-based resources s being looked into. There are technical difficulties in creating a mirror, large font site

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.	Partner with ADOT to increase transportation options for older people at the local level.	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 Others statewide: Other Councils of Government (COGs) and Metropolitan Planning Organizations (MPOs).	Ongoing	ADOT: October 2008 - Instead of a separate conference, ADOT and Az Rides co-sponsored a coordination conference in Spring 2008 with Maricopa Association of Governments (MAG). The Council will not formally reconvene again but instead will be subject to “sunset” in December 2008 along with the Executive Order that formed it. However, the Az Rides EO and ADOT’s and partners’ support will instead re-emerge as an ongoing initiative with the establishment of a working group which will meet via teleconference or physically on a quarterly to three-time-a-year basis. The working group will be formed (predominately) of Council agency and other membership – to carry on action plan items from the first year statewide assessment effort as well as additional activities

					<p>brought forward to and by the group. Among primary activities included will be continuation of monitoring of and input into the Regional Human Services & Public Transportation Coordination Plan activity originally supported by the Council and hosted by the planning regions (COGs and MPOs), an additional coordination pilot/demonstration similar to the earlier Pinal/Gila effort as funds become available—also supported by the Council as one of its last deliberations, and ongoing efforts to eliminate or reduce impediments to coordination statewide.</p> <p>DES: July 2008 - Division of Aging and Adult Services continues to participate in regional transportation councils (MAG).</p>
b.	Work with manufacturers of rail cars and all interested parties to develop equipment that meets the physical needs of the senior traveler.	ADOT	METRO Rail	Ongoing	<p>October 2008 - The Metro design team incorporated a number of features on platforms and in car design with both senior and disabled needs in mind, including seating prioritization (federal requirement), at-grade platform-to-car configuration, signage, other information communication systems and facilities, tactile features and other sight, hearing/sensory-impairment considerations, etc. Future expansion of the system will similarly incorporate features sensitive to elderly and disabled special needs.</p>

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	<p>October 2008 - The MAG Elderly Mobility Plan and its support Stakeholder Group provided a significant forum for examining the special transportation needs of the elderly. The Plan's strategies have been moved forward to the Regional Human Services Transportation Coordination Plan and its activities for local implementation, particularly via the new transportation "ambassador program" which seeks to pursue and foster tech assistance provided through communities' informal networks.</p> <p>The ADOT Section 5310 program in particular continues to provide significant transportation resources to the elderly community – primarily via vehicles for senior centers; approximately 40% of the 5310 program funding directly impacts such senior-specific providers, with many additional combined elderly & disabled grantees benefitting as well. Total federal program funding exceeds \$3.5 million statewide.</p>
d.	Insure that the needs of the elderly are taken into account in determining highway, rest area and other transportation-related needs, such as lighting, accessibility and convenience of facilities.	ADOT	FHWA	Ongoing.	<p>October 2008 - The State continues to be challenged in maintaining and improving rest area facilities in a manner which satisfies both ADOT and federal planning and design expectations; current budget impacts have exacerbated this condition. However, ADOT continues to examine methods by which the federal standards can be most effectively met, particularly in future/new facilities, including the evaluation of privatization strategies for non federal rights-of-way areas along state routes.</p>

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		Ongoing.	October 2008 – No changes
f.	Review and revise construction and maintenance practices to compensate for the diminished faculties of the senior driver.	ADOT	FHWA	Completed 2003	October 2008 - This is current standard. No changes

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

<u>Strategies</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Offer affordable premium-based insurance (i.e. Health Care Group) to small businesses.	AHCCCS		Ongoing	Task Completed – 2006 Service Ongoing
b.	Evaluate emerging technological opportunities such as telemedicine.	AHCCCS		Ongoing	
c.	Improve accessibility to care by enhancing medically necessary transportation services.	AHCCCS		Start 2004	
d.	Pursue changes to Arizona Health Care Cost Containment System (AHCCCS) eligibility to benefit low-income individuals in	DES		Ongoing	July 2008 - Senior Community Service Employment Program (SCSEP) sub-grantees have been asked to track the number of individuals who are negatively impacted by

	the workforce.				<p>having to choose between AHCCCS and SCSEP. These will be tracked during the program year on a quarterly basis to develop baseline data.</p> <p>October 2008 - This issue was revisited with the state Senior Community Service Employment Program (SCSEP) sub-grantees. Unofficial data was collected and based on those results it showed very few individuals would be impacted. All Senior Community Service Employment Program (SCSEP) sub-grantees will now regularly maintain records for the upcoming quarter to be used in establishing baseline data. Data still needs to be collected from the national Senior Community Service Employment Program (SCSEP) grantees.</p>
e.	Develop statewide Respite Coalition incorporating aging and disability community.	DES		Ongoing	<p>July 2008 - The Arizona Caregiver Coalition was established in May of 2008. The Lifespan Respite Care Network is a component of the Arizona Caregiver Coalition. Three websites have been developed, www.azcaregiver.org for Arizona Caregiver Coalition, www.azrespite.org for the Lifespan Respite Care Network, and www.azkincare.org for the Arizona Kinship Care Coalition. "Coming Together for Kinship Care Statewide Kinship Care University" Event is planned for November 2008.</p> <p>October 2008 - Lifespan Respite Care Network (LRCN) enrolled in ARCH National Lifespan Respite Network. LRCN meetings held in July, August, and September. Three workgroups</p>

					have been launched to pursue immediate goals of creating an assessment tool, and providing outreach for client identification.
f.	Outreach of services for homebound special needs population.	DES		Ongoing	July 2008 - Information and other resource materials continue to be distributed through the home delivered meals program, utility bills, grocery stores and churches.
g.	Expand service areas to include non-profit, faith-based agencies that serve children/youth that have been abused.	DES		Ongoing	July 2008 - A Make A Difference Day Joint Service Project between the DES Foster Grandparent Program and City of Phoenix Senior Companion Program was held in December 2007 combining the participation of volunteers, special needs students and teachers.
h.	Facilitate entry into support systems and services.	DES		Ongoing	Refer to 1.1 D October 2008 - A media matrix has been created in collaboration with the Customer Assistance Committee. A marketing plan will be created to promote awareness of AZ Links. Brochures have been printed for distribution, and marketing items are being used.
i. NEW	Increase access to health care and other social services for seniors of all socio-economic levels.				

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.

<u>Strategies</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Develop culturally appropriate awareness campaigns to educate communities.	DES	Spanish news media, tribes	May 2005/	<p>July 2008 - Adult Protective Services (APS) conducted interviews with the Spanish news media (January 2007), presented to the 1st Indian Nations Elder Abuse Task Force (June 2007), Presented to the Inter Tribal Council on Aging Conference on Aging (January 2008). The Tohono O'odham Tribe requested a meeting with APS in Pima County (conducted July 2008) to gain information regarding the APS program to serve as a model and guide in the early stages of this development. The APS Policy & Procedures Manual has been shared with the tribe.</p> <p>October 2008 - In mid-July 2008 Adult Protective Services (APS) staff met with the acting director for the newly formed Tohono O'odham Nation APS. He was provided with a proposed individual training plan for Tohono O'odham Nation (TON) APS investigators to include revised intake report, risk assessments, and visitation logs. In August 2008 at the</p>

					request of the Ak-Chin APS (senior services) liaison, the APS training officer accompanied the elder rights specialist for a presentation on Elder Abuse.
b.	Increase the cultural and linguistic competency of aging services provided statewide.	DES	AAA's, Alzheimer's Association Desert SW Chapter, UofA Center on Aging, Arizona State University	7/1/2005 to 6/30/2008	Service Ongoing October 2008 - Meetings were held with both regions and Dr. David Coon related to final collection of data for evaluation. Service delivery for Walk of Friendship (WOF) is closed as of July 30, 2008 and the final report will be due out November 30, 2008.
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. Research and Planning (R&P)	7/1/2005 ~ Present Ongoing	January 2008 - R&P staff attended <i>Coalition of DPS Retirees</i> meeting to maintain contact with retirees, provide information on issues. March 2008 - Agency volunteer coordinator addressed <i>Coalition of DPS Retirees</i> meeting outlining opportunities for former employees to use skills and training as either volunteers or

					<p>interim employees with the department.</p> <p>April 2008 - Research and Planning staff attended <i>Coalition of DPS Retirees</i> meeting to maintain contact with retirees and provide updates on issues.</p> <p>May 2008 - Department participated in the <i>Governor's Conference on Aging</i> presenting information on volunteer program and senior driver program.</p> <p>August 2008 - Department participated in Arizona Work-Life Network meeting with a presentation on efforts to recruit and retain baby boomers beyond normal retirement.</p> <p>September 2008 - Research and Planning staff attended <i>Coalition of DPS Retirees</i> meeting to maintain contact with retirees and provide updates on issues.</p> <p>March 2009 - Agency represented at <i>Coalition of DPS Retirees</i> meetings to maintain personal contact with retirees and provide updates on issues.</p> <p>April 2009 - Agency represented at <i>Coalition of DPS Retirees</i> meetings to maintain personal contact with retirees and provide updates on issues. Video and laptop presentation made for AZ DOT providing overview of DPS including safety</p>
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					issues and aging driver program Task Completed – 2007
f.	Use a combination of agency employees and volunteers/retirees to provide community education services on topics such as predatory lending, life care planning, id theft, etc.	AG, DPS	DPS CORE Unit, Highway Patrol, Coalition of DPS. DPS Volunteer Coordinator	7/1/05 ~ Present Ongoing	<p>March 2008 -</p> <ul style="list-style-type: none"> Using a multi-media presentation designed and produced by the DPS CORE unit*, former law enforcement retirees were given an 8-point program on observing suspicious behavior. Retirees also provided with access to a CD and DPS web site access for reference. DPS volunteer coordinator, a retiree, spoke at retirees' coalition meeting in an effort to recruit additional volunteers. During last quarterly reporting period, agency made 19 presentations on crime prevention issues. <p>October 2008 - AG Community Services has 21 Offices and 28 Centers with 291 volunteers. Distribution of Life Care Planning Packets is now over 9,000 and 98,000 consumer protection and discrimination education materials were given out. In 2007, there were a total of 398 presentations or events attended</p> <p>Task Completed – 2007</p>
g.	Use research to develop and implement marketing campaigns to attract in and out of state visitors in the aging population.	AOT		FY03 – ongoing	<p>Task Completed – 2006 Efforts ongoing</p>

h.	Publicize scams and frauds to increase senior awareness.	AG	AG Community Services Unit, Public Advocacy Division	FY 06- ongoing	<p>October 2008 - The Scam Alert system is operating as planned with a total of 13 Scam Alerts issued creating 98 print stories as well as 19 T.V spots in Fiscal Year 2007</p> <p>Task Completed -2007 Service Ongoing</p>
i.	Expand upon the use & development of culturally relevant & appropriate materials & outreach information for a diverse aging population.	AG	AG Community Services Unit, Public Advocacy Division	FY05- ongoing	<p>October 2008 - AG Community Services continue with 3 bi-lingual Spanish speaking staff to respond to media interviews and presentations. All material that needed to be translated have been including the new Fair Housing booklet.</p> <p>Task Completed – 2007 Service Ongoing</p>
j.	Educate the aging population about its rights under the civil 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.	AG	AG Community Services Unit, Public Advocacy Division	FY06-ongoing	<p>October 2008 - AG launched a series of Fair Housing forums in conjunction with the Department of Real Estate and HUD to focus the public's attention in on the issue of housing discrimination. There were 9 forums held with over 1,000 people attendance. There was also a booklet produced and a video DVD in production. There is also a new Employment discrimination brochure in the works as well.</p> <p>AG has created an Identity Theft Help Line 602 542145 that educates victims of identity theft what steps they will have to take to recover their name from either the credit reporting agencies or law enforcement. This line does not handle enforcement, only education.</p>

					<p>AG launched a series of 11 Crime and Fraud Prevention forums in 2007 and continuing into 2008. The forums are in conjunction with local law enforcement. They had an average attendance of 80 residents at each event plus ample media coverage.</p> <p>AG has launched a campaign to create a missing person's advisory for seniors. The system uses the "Amber Alert" system as a backbone but for seniors who may have gone missing from their home.</p> <p>AG participates in the State-wide Foreclosure Prevention Task-Force. We contribute staff and materials towards the task-force's mission.</p> <p>Task Completed – 2007 Service Ongoing</p>
k.	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	APS/DCW	Ongoing	<p>July 2008 - Adult Protective Services (APS) management and program staff members were trained in 2007, on investigative techniques and the Administrative Hearing process. A comprehensive training DVD was created to serve as refresher to new and existing APS staff. ADES Risk Management developed a training module which addressed safety issues for clients and workers through the course of their work who are exposed to methamphetamine labs and drugs. The APS training officer is currently coordinating and implementing training strategies in the areas of forensic interviewing, theories of aging and</p>

					<p>financial fraud investigations. As of July 2008, all APS personnel have completed the financial exploitation training.</p> <p>October 2008 - The DES Office of Risk Management finished the development of the safety training modules for Adult Protective Services (APS) field staff. They also provided a sample pack with the protective gear needed for field workers. In September 2008, 67 APS workers attended a presentation by DES Risk Management that addressed safety issues for field workers.</p>
i.	Coordinate to assist repatriates to settle back in the United States (Adult Protective Services/International Social Services/Child Protective Services/Refugee Resettlement).	DES	APS RRP DEMA	12/31/2008	<p>July 2008 - The DES Repatriation Plan is being developed by DES/Policy and Planning with input from Adult Protective Service (APS) and Department of Emergency and Military Affairs (DEMA) and is due to be completed by 12/31/2008.</p> <p>October 2008 - The DES Repatriation Plan is being developed by DES/Policy and Planning with input from Adult Protective Service (APS) and Department of Emergency and Military Affairs (DEMA) and is due to be completed by 12/31/2008.</p>
m.	Promote education on retirement planning.	DES	ADRC	Ongoing	<p>July 2008 - Information related to retirement planning will be incorporated on the AZ Links website.</p> <p>October 2008 – No activity</p>

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.	Identify/adapt education related to aging that can be applied to all disciplines.	DES	S.A.F.E.E., Older Adult Services Network, K.A.R.E.	7/2005 - Ongoing	Task Completed – 2007 October 2008 - Gateway Community College is continuing to build its caregiver training program and has involved its nursing faculty in planning. Also, Arizona Western College in Yuma is planning to add the care giving course to its schedule and is involving nursing instructors in planning.
b.	Increase accessibility, through distance learning and other methods, to gerontology education in Arizona.	ABOR		Thru Dec. 2007	
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			
d.	Strengthen existing collaboration between the community college and university systems to enhance postsecondary education.	ABOR		Ongoing	

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	AOT	GACA	May 2007	Task Completed - 2007

	tourism industry constituents.				
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	October 2008 - Jim Murphy, CEO, Pima Council on Aging moderated a session at the 2008 Governor's Conference on Tourism held in July. He spoke briefly on the work of the Pima Council and then gave his presentation entitled: Boomers: Here They Come, Read or Not.
c.	Use web site to offer coordinating information about tourism and the aging population to industry constituents.	AOT		June 2006 - ongoing	Task Completed – 2007 Efforts Ongoing
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 FY2003 - ongoing	Task Completed – 2004 Efforts Ongoing
e.	Inform health care and attendant care providers of available Fiducial Division services and market itself as a community resource.	ADVS	Superior Courts, Dept. of Veterans Affairs.	Continuing	July 2008 - Fiduciary Division ("FID") staff participated in group events to market the services of the FID, including: <ul style="list-style-type: none"> • Arizona Governor's Council on Spinal and Head Injuries • Pima County Council on Aging, presentation (2 FID attendees) • Maricopa County Elder Abuse Prevention and Alliance, Phoenix (monthly) • 11th Annual Elder Abuse Conference (Pinal County) (4 FID attendees) • Arizona Fiduciary Conference, Tempe (4 FID attendees)

					<ul style="list-style-type: none"> • VA Social Work Information Fair (booth) Carl T. Hayden VA Medical Center (2 FID attendees) • Mohave County Public Fiduciary Elder Abuse and Exploitation Conference (1 FID attendee) • El Dorado Hospital and Tucson Medical Center, Healthy Living Connections Conference, Tucson (3 FID attendees) • 4th Annual Symposium, Arizona Chapter of the National Academy of Elder Law Attorneys, Inc., Tucson (2 FID attendees) • Prescott Medical Center, Social Worker Ethics (5 FID attendees) • Sunrise Senior Living Center, National Director of Memory Care Centers, Tucson (2 FID attendees) • Arizona State University-West, Elder Education Information Fair (1 FID attendee)
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	Annual Events	
g.	Partner with Commerce, DES, Tourism, and others to promote the value of mature workers.	GACA	Commerce, DES, Community Colleges	Start Feb 2005 - Ongoing	

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	Rural Development and Community Planning; DES	July 2007	<p>July 2008 - The LMI report is completed and has been disseminated to the workforce system.</p> <p>Task Completed - 2007</p>
i.	Develop workshops/seminars that explore aging issues and share best practices at events such as the annual Rural Development Conference.	Commerce	Rural Development and Small Business	August 2007	<p>July 2008 –</p> <ul style="list-style-type: none"> ▪ ADOC secured a place for Melanie Starns with the Governor’s Office on Aging to participate in the Governor’s Rural Development Conference, August 2007. ▪ ADOC’s Small Business unit financially supported the Pima Council on Aging’s Workforce Conference held in Tucson, October 10th, 2007. Further, Director Lesher provided the opening remarks and ADOC regional representative Frank Felix attended the event. ▪ Arizona’s workforce system is holding a workforce conference in the spring of 2008, and ADOC will encourage the planning committee to include a

					<p>workshop on working with mature workers. If this concept makes the final cut, ADOC will inform the Governor's Office and coordinate logistics.</p> <p>ADOC's Jody Ryan, Director for Workforce Policy will be presenting to the Phoenix Prudential Office on October 23rd, 2007 regarding Generational Diversity. Ms. Ryan will include information in her handouts regarding the Governor's Aging initiative.</p> <p>Task Completed – 2007</p> <p>December 2008- Department of Licensing Services holds monthly provider orientation for prospective and current licensees. Department of Licensing Services also serves on committees and meets with the associations on a regular basis.</p>
j.	Partner with human resources departments of organizations providing tools.	DES		2010	<p>July 2008 - The Family Caregiver Support Program Coordinator is researching best practices of agencies that have approached employers in the community about caregiver resources.</p>

k.	Increase outreach – specific to Medicare preventative services and Medicare Part D.	DES		Ongoing	July 2008 - The Senior Health Insurance Assistance Program (SHIP) continues to provide information on Medicare preventative services and Medicare Part D to caregiver support groups. A committee was formed to develop information packets that would include brochures or fact sheets from the Arizona Beneficiary Coalition. Coalition members are working on a web based calendar where all participants may add their events.
l.	Partner with human resources departments of organizations providing tools.	DES		2010	July 2008 - The Family Caregiver Support Program Coordinator is researching best practices of agencies that have approached employers in the community about caregiver resources. October 2008 - The Family Caregiver Support Coordinator is developing a web training entitled “ <i>Caregiving and the Workplace</i> ” which is being adapted from a training Centers for Medicare and Medicaid Services offers.
m.	Increase outreach – specific to Medicare preventative services and Medicare Part D.	DES		Ongoing	A press event will be held with CMS Region IX Director. Two events are being considered, one in Mesa and the other in Tucson.

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.	Use internal methods to inform and create awareness of aging issues among employees.	DPS	DPS CORE Unit which encompasses all internal media.	7/1/05 ~ Present Ongoing	January-March 2008 - Department monthly publication, <i>The Digest</i> , available for aging issues and used to publicize retiree information.

			<p>DPS Research and Planning (R&P) overseeing Aging 2020 Plan</p>		<p>February 2008 - Aging 2020 issues incorporated into <i>2010 Strategic Plan</i> by executive staff.</p> <p>May 2008 - Human resources made a directed briefing at executive staff and disseminated information for department wide distribution on volunteer program which is an essential element in the skills retention effort aimed at retirees.</p> <p>April~June 2008 - Agency used department monthly publication, <i>The Digest</i>, to disseminate information regarding retirees.</p> <p>July 2008 - Human resources made a directed briefing at executive staff and disseminated information for department wide distribution on volunteer program which is an essential element in the skills retention effort aimed at retirees.</p> <p>July 2008 - Agency initiated a new intranet web site for internal communications with department personnel. Intranet will be used as a means of informing employees on aging issues, retirement meetings, volunteer opportunities, and other appropriate information.</p> <p>August 2008 - CORE Unit has agreed to add a volunteer (including retirees) section to the agency monthly publication <i>The Digest</i> for</p>
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					<p>recognition and improve employee awareness of contributions.</p> <p>July-September 2008 - Agency used department monthly publication, <i>The Digest</i>, to disseminate age appropriate information regarding retirees.</p> <p>January 2009 - Human Resources Bureau contacted units throughout agency to solicit opportunities for seniors and volunteers. Six volunteers brought into agency, 14 pending.</p> <p>March 2009 - Agency continued use of intranet for internal communications with department personnel informing them of retirement meetings, and retiree issues.</p> <p>April 2009 – Human Resources Bureau contacted units throughout agency to solicit opportunities for seniors and volunteers. One volunteer brought into agency, 35 pending. Agency to feature Mature Worker program in the department newsletter. Photo shoot completed for use in story and on internet.</p> <p>June 2009 - Agency continued use of intranet for internal communications with department personnel informing them of retirement meetings, and retiree issues.</p> <p>Task Completed – 2007</p>
b.	Conduct "advanced basic" as	DPS	DPS Training Uni	TBD	

	well as "in-service" training for both civilians and veteran officers to prepare employees for changing demographics.		which oversees advanced basic and in-service 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.	12/1/05 ~ Present Ongoing	<p>January- March 2008 - Specialized training on aging driver issues added to the academy course for DPS officers. The program, originally designed by a commander while assigned to NHTSA, has now been expanded and three additional instructors have been certified. The program was taught in all academy classes this quarter.</p> <p>June 2008 - Agency senior driver program taught in initial orientation of advanced basic class that started in June.</p> <p>July-September 2008 - Agency senior driver program taught in initial orientation of advanced basic class that started in June.</p> <p>March 2009 - Agency senior driver program taught at part of Highway Patrol Officer classes that graduated 01/29/09 and 03/26/09.</p> <p>June 2009 - Agency senior driver program taught as part of Highway Patrol Officer class that graduated 06/04/09</p> <p>Task Completed – 2007 Service Ongoing</p>
d.	Train officers on "voluntary compliance" to promote traffic	DPS	DPS Training Unit, Highway	12/1/05 ~ 12/31/07	Task Completed – 2007 Service Ongoing

	safety among senior drivers through means other than enforcement.		Patrol Division.		
e.	Market existing work-life benefits.	ADOA	Work-Life Program	Ongoing	<p>July 2008 –</p> <ul style="list-style-type: none"> • Several specific initiatives to promote Work-Life programs have been completed • The Work-Life website is in the process of redesign and will be introduced in the fall of 08 • Group Auto and Home Insurance Program (provides voluntary auto, home and personal property insurance – offered by Travelers and Liberty Mutual insurance, and Metlife) - To date, 1,634 auto policies and 948 homeowners policies have been purchased by employees. • The state is also in the process of submitting an application to receive the Arizona Mature Worker Friendly Certification. Applications are due July 31, 2008. This certification is part of the Governor’s Arizona Mature Workforce Initiative that was launched in February 2005. <p>October 2008 - ADOA has applied for the State of Arizona Mature Worker Friendly Certification. The Certification is offered by the Governor’s Arizona Mature Workforce Initiative, launched in February 2005. The next step in the process is to attend training</p>

f.	Promote health and wellness initiatives for state employees.	ADOA	Benefits	Ongoing	<p>which will be scheduled in November.</p> <p>July 2008 – The 2008 Mayo Clinic Health Risk Assessment (HRA) Campaign ran from February 4, 2008 through March 31, 2008. All employees and their spouses were eligible to participate. This year, 2,092 members participated. 599 of these were second-year participants. 872 HRA participants were eligible to join the Mayo Clinic Lifestyle Coaching program and engage in 1 on 1 counseling to achieve personal health goals.</p> <p>Mammography screenings are scheduled all year long to detect breast cancer early. From July 8, 2008 through July 31, 2008 11 events will be held.</p> <p>Wellness is working with Walgreens Health Initiatives to offer the Tobacco Free program. 234 members actively enrolled between January and March. Each member that enrolled received 8 calls with the counselor to develop a personalized quit plan and set specific goals for achieving a tobacco-free lifestyle. 1,653 members have filled prescriptions for smoking cessation products since the \$500 lifetime benefit offered in the 2007 Open Enrollment.</p> <p>Other wellness services are offered. These include mini health, skin cancer, and osteoporosis screenings. Ongoing educational classes designed to arm employees with the</p>
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					<p>knowledge and information to make healthy lifestyle choices are offered as well.</p> <p>An improved disease management strategy will advance patient compliance with medical directives and thus lessen the adverse effects of high risk pregnancies, diabetes, asthma, chronic heart failure, and chronic obstructive pulmonary disease.</p> <p>Benefit Options meets monthly with medical directors across the health plans for the purpose of improving the accessibility, delivery, and quality of healthcare.</p> <p>October 2008 – The FY2009 Mayo Clinic Health Assessment Campaign is August 11, 2008 through January 30, 2009. All employees and their spouses were eligible to participate. As of October 1, 2008, 3,925 participants have been recorded and 353 enrolled in the EmbodyHealth Coaching program to engage in 1 on 1 health counseling.</p> <p>The 2008 Flu Vaccine Program will be October 1 through December 30, 2008. Wellness will be providing FREE flu shots to benefit eligible employees and Benefit Options members (retirees, spouses, and dependents) at work site and public locations.</p> <p>Wellness is working with Walgreens Health</p>
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					<p>Initiatives to offer the Tobacco Free program. 2,150 members have filled prescriptions for smoking cessation products since the \$500 lifetime benefit offered in the 2007 Open Enrollment. The WHI counseling program will repeat in January 2009. Participating members receive 6 calls with a counselor to develop a personalized quit plan and set specific goals for achieving a tobacco-free lifestyle.</p> <p>Mammography screenings are scheduled all year long to detect breast cancer early. During the month of October, Wellness and Strategic Health are organizing a Breast Cancer Awareness initiative for members, and providing educational articles, brochures, etc. to promote prevention. Other wellness services are offered include mini health, skin cancer, and osteoporosis screenings.</p> <p>Wellness has been actively involved with the Healthy Arizona committee to implement the Smart Choice Program Pilot in the DES Cafeteria. The Program goal is to encourage employees to make healthy food choices away from home, and ultimately improve their health.</p> <p>An improved disease management strategy will advance patient compliance with medical directives and thus lessen the adverse effects of high risk pregnancies, diabetes, asthma, chronic heart failure, and chronic obstructive</p>
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					pulmonary disease.
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	ADE, DES, and GCWP	February 2007	<p>July 2008 – In October 2005, the GCWP allocated \$77,000 in WIA funding to the Pima Council on Aging for their Mature Worker Center. Outcomes from this effort indicate the venture has been successful. The GCWP looks forward to receiving the two training manuals or toolkits as agreed upon as deliverables from this venture. Once the deliverables are completed, ADOC is willing to work with PCOA on a statewide rollout.</p> <p>October 2008 – No updates</p>
h.	Coordinate with key stakeholder networks to increase awareness and to incorporate demographic trends & associated strategies into local & regional economic and community and workforce development plans.	Commerce	Rural Development and Community Planning	March 2007	<p>July 2008 – The Title IB program Directors underneath the Workforce Investment Act are currently working on their 2008 strategic plans which are due to DES by March, 2008. Within those plans they have been asked to discuss how they work with specific populations such as older individuals. Once the Title IB plans are finalized and submitted, ADOC will share the responses with the Governor's Office.</p> <p>Plans have been submitted, but not finalized. Once the plans are finalized, Commerce will create a document reflecting how the local areas will work with older workers.</p> <p>The Governor's Office on Aging will present at the Rural and Regional Development Conference in September 2008.</p>

					Task Completed – 2007
i.	Develop or enhance 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.	ADC	ABOR & COM COL Health Services, including the Medical Director, Dental Program Manager, Pharmacy Program Manager and Nursing Program Manager will assume tracking responsibilities.	August 1999 – varies based on contract dates Quarterly reporting showing utilization of students and subsequent applications for employment received has been initiated with the first report to be completed by 3/1/08.	January 2008 -Ten interagency service agreements have been signed with Arizona health education institutions. These institutes of higher learning have agreed to provide intern/extern prison placement for nursing, Pharmacy and Medical students. This action will result in boosting student interest and experience. The dual results will be (1) increasing the pool of potential health professional staff applicants and (2) publicizing Correctional Healthcare as a viable career choice. Task Completed – 2006 Services Ongoing
j.	Develop curricula to inform offenders of issues they will encounter while aging in Corrections.	ADC	Bureau of Health Services, Inmate Education; Area Agency on Aging, Phoenix. The Health Services Bureau and the Health Education Program Administrator will supervise development of curriculum.	Ongoing The initial draft of the curriculum will be completed by 3/1/2008f for presentation to inmate pilot/focus groups for comment.	January 2008 - The Health Education Section is developing a curriculum to help inmates understand the varied facets of aging as well as specific health topics that will affect inmates as they age. Curriculum will be offered in seminar, workshop, health fairs and written formats.

k.	Research development of adaptive recreational programs for the elderly including internships for physical education majors as funding permits.	ADC & PS	ASVH, COM COL This strategy will be supervised and monitored by the Health Education Program Administrator.	Ongoing A report documenting findings regarding use of existing Community Colleges and Licensed residential resources will be prepared for review by 3/1/2008.	January 2008 - A survey instrument has been developed and will be forwarded (upon approval) to secondary educational programs in the state offering Recreational Therapy/Physical Education degrees to determine availability of student interns/externs to develop/lead adaptive recreation activities for aging inmates (age 55+). The resulting programs will ensure that the activities are fully incorporated into the 7x3x3 environment with focus on leisure time. Health education has also identified residential facilities licensed by the State (such as ASVH) and serving aging clients who will be asked to share information on the provision of adaptive recreation that is required by licensing.
l.	Collaboration with the Governor's Re-Entry 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.	ADC	ADOH, ABOR & COM COL This strategy will be supervised by the Health Education Program Administrator.	Ongoing A report detailing the findings of available resources from both the Arizona State University (ASU) Law School and Area Agency on Aging will be completed by 3/1/2007 along with a plan for implementation.	January 2008 - Comprehensive deliberations with the ASU Law School are scheduled to determine the availability of law students to provide services either as volunteers or interns/externs. The Area Agency on Aging has been identified as potential resource of materials and information that is available to the aging inmate population with funds appropriated by the federal Older Americans Act. Contact with this prospective source is in progress.
m.	Enhancement of existing internship programs for medical,	ADC	ABOR & COM COL	Ongoing	January 2008 - This particular strategy is very similar in content and scope to Item l under

	nursing, mental health, dental and pharmacy students.		The Health Education Program Administrator will supervise and monitor this item.	If approved, a written request will be developed for review and approval by 1/31/2008.	this objective. It is recommended approval be sought from the Governor's Council on Aging to merge the language of this strategy with Item 1 to simplify tracking.
n.	Develop new agreements with medical assistant, phlebotomy, and nursing aide programs for internships in support of the planned current expansion of the In-Patient Component (IPC).	ADC	VOC SCH & COM COL The Nursing Program Manager and Health Education Program Administrator will share responsibility for implementing all facets of this strategy.	Ongoing Results of contacts with specific educational agencies will be presents to members of the next ADC Aging 2020 Committee meeting to be held by 3/15/2008.	January 2008 - The Nursing Program Administrator and Health Education Program Administrator have begun identifying and targeting specific educational institutions to approach with Interagency Service Agreements. Findings will be presented at the next ADC Aging 2020 Committee meeting to discuss ongoing steps and time-lines.
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	Ongoing Time frames to be determined by availability of recommendations made by the Re-Entry Task Force.	January 2008 - The Governor's Re-Entry Task Force has reportedly discussed this topic and made recommendations. The written report, when received, will be reviewed for direction and the ADC Aging 2020 Committee will be involved to implement an action plan.

			The Health Education Program Administrator will be responsible for tracking this item and ensuring follow-up.		
p.	Develop training curricula to educate Security and Medical staff in preparation for the impending evolution of aging in Corrections.	ADC	The Health Education Program Administrator will supervise and monitor.	Ongoing The initial draft will be completed for review by the Staff Training/Development Bureau by 3/1/2008.	January 2008 - In conjunction with the Staff Development/Training Bureau, the Health Education Bureau is collaborating in develop a new curriculum devoted to aging topics for inclusion in the 2008 annual training plan. The plan requires specified core requirements that all employees must complete during the designated training year and will focus on the physical, mental and social issues affecting inmates as they age.
q.	Promote awareness & provide education on the phases of aging to address the phases.	DES	GACA	Ongoing	October 2008 – No activity

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.

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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 and ongoing. Update 1.2007	<p>July 2008 - An Arizona Report Card on the health status of older adults is under development. A draft of the report card is being reviewed and the projected completion date is 8/2008.</p> <p>Task Completed – 2007 Services Ongoing</p> <p>December 2008 - Due to the vacancy in Epidemiology staff and the State hiring freeze, the report remains under development. The Bureau of Chronic Disease Supports the Behavioral Risk Factor Survey for adults across multiple chronic disease categories; diabetes, cardiovascular disease, obesity prevention, cancer prevention and control. Fast Fact sheets are updated on an as needed basis.</p>
b.	Perform gaps analysis of data on the health status and health behaviors of older and mid-aged adults.	ADHS	Public Health Statistics and Chronic Disease Epidemiology Staff	Ongoing	

			within ADHS		
c.	Evaluate efficacy of prevention and health promotion programs targeting older adults.	ADHS	Prevention Research Center-Healthy Aging Network	2005 and ongoing	<p>Initial Task Completed – 2006 Efforts Ongoing</p> <p>December 2008 – Division of Behavioral Health Services (DBHS) changed annual reporting format to an online database. T/RBHAs submitted the online annual reports by Oct 17, 2008. In 2008, DBHS working jointly with the workforce Development Committee (under Arizona Substance Abuse Partnership), created evidence based assessments for all providers across the state to complete. DBHS received</p>
d.	Evaluate the efficiency, effectiveness, and cost-benefit of technological advancements that allow individuals to remain safely in their homes.	AHCCCS		Ongoing	
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			<p>July 2007 Commerce believes this is the same as Objective 2.3, h.</p> <p>October 2007 This is the same as Objective 2.3, h.</p> <p>July 2008 -Commerce believes this is the same as Objective 2.3, h.</p>

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

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Facilitate coordination of health promotion and disease prevention programs statewide.	DES	GACA, ADHS, AHCCCS, PCOA, AAA Region One, Piper Foundation	Ongoing	<p>July 2008 - ADHS Bureau of USDA Nutrition Programs received an award of \$160,000 in federal funds to implement Senior Farmers' Market Nutrition Program. Services will be provided to 5,000 older adults in six counties. This is the first award of federal funds for Senior Farmers' Market Nutrition Program in Arizona and supplements state funded efforts that have reached 3,057 older adults this year.</p> <p>ADHS Bureau of USDA Nutrition Programs provided food boxes for up to 13,548 older adults each month through the Commodity Supplemental Food Program (CSFP). Food boxes were distributed in all counties except for Apache, Greenlee, and Graham.</p> <p>Bureau of USDA Nutrition Programs provided state-funded food boxes for up to 2,000 seniors each month. Food boxes were distributed in the Navajo Nation, Navajo County, and Pinal County.</p> <p>In March the Bureau of USDA Nutrition Programs through an Inter Governmental Agreement with DES Family Assistance Administration provided Food Stamp Nutrition Education to 1,237 seniors through 13 local projects in the first six months of FFY 2008.</p> <p>October 2008 – DES - Nutrition presentation on new Dietary Guidelines at</p>

					<p>the Arizona Senior Center Association annual conference in July 2008. Nutrition Coordinator is a new member of the Inter Tribal Council of Arizona Technical Assistance Committee and attended their conference in August 2008 where they discussed opportunities to implement evidence-based programs. A presentation was completed to the new staff at Inter Tribal Council of Arizona on July 29, 2008 about the Independent Living Support Programs at DES.</p> <p>December 2008 - The ADHS bureau of USDA Nutrition Programs served 5,765 people through the Arizona Senior Farmers' Marketing Nutrition Program. Services were provided in Cochise, Coconino, Graham, Maricopa, Pima, Pinal, and Yavapai counties. The dollar value of the fruits and vegetables provided to seniors was \$111,183. In October 2008, ADHS Bureau of USDA Nutrition Programs provided food boxes for 14,969 seniors each month through the Commodity Supplemental Food Program (CSFP). Food boxes were distributed in all counties except for Greenlee and Graham. And also provided state-funded food boxes for up to 2,000 seniors each month. Food boxes were distributed in the Navajo Nation, Navajo County, and Pinal County. Through an Inter Governmental Agreement with DES Family Assistance</p>
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					Administration, provided Food Stamp Nutrition Education to 16,401 seniors in FY 2008. The majority of seniors were reached through the City of Phoenix (9,063 individuals). As part of the Food Stamp Nutrition Education activities, the Navajo Nation Area Agency on Aging provided 293 food demonstrations for seniors.
b.	Promote independence through the availability and accessibility of non-medical home and community based services.	DES	GACA, AAAs	9/30/05 - Ongoing	October 2008 – No Activity
c.	Expand efforts to educate individuals about life care planning options and end-of-life options. Evaluate efficacy of prevention and health promotion programs targeting older adults.	ADHS, DES	Caring Choices Coalition, Life	Pending	July 2008 - Evaluation data for the evidence based programs being implemented as part of the Administration on Aging grant is currently being collected and a report will be available in the future. October 2008 – DES - The Options Counseling Committee was formed and is currently reviewing best practices amongst ADRCs nationwide to incorporate into planning Arizona's model.
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	January 2008 - 4 of DBHS' 6 prevention programs targeting older adults participated in a Training of Trainers in Applied Suicide Intervention Skills Training in June, 2007. These four programs will be offering this training in their communities to persons who have contact with older adults. It will help these gatekeepers identify older adults who

					<p>may be depressed and provide appropriate intervention. DBHS sponsored a suicide prevention conference in October 27. This conference featured three workshops on depression and suicide in older adult populations.</p> <p>July 2008 - On February 2008, the Community Partnership of Southern Arizona held a conference on Behavioral health and older adults in which sessions tackled issues on depression, screening, and other trends associated with older adults and behavioral health problems including suicide. Approximately 401 people attended the conference.</p> <p>Task Completed – 2007 Service Ongoing</p> <p>December 2008 - Contract to CPSA to include: Suicide TALK training (109 participants), safeTALK training (209 participants), Applied Suicide Intervention Skills Training (ASIST) Training (52 participants), Behavioral Health and Older Adults Conference (376 participants in Feb 08), presentations and the ongoing Older Adult Suicide Prevention Coalition Co-Chaired with CPSA staff.</p>
e.	Expand participation in self-management programs for chronic diseases.	ADHS	Arthritis Foundation, Stanford CDSMP	Ongoing	July 2008 - There are currently 18 CDSMP Master Trainers statewide associated with this funding, with 10 lay leaders trained to

			Master Trainers from ADHS, AAA, Local public health agency		<p>teach thus far. CDSMP classes have already taken place in Pima County through the Pima Council on Aging. Yavapai Community Health Services introduced classes in early 2008 and continue adding classes at various community locations. Additionally, ADHS and ADES will be collaborating with partners to offer additional CDSMP courses in the Phoenix area. Partners include Intertribal Council of Arizona, Cigna Healthcare, The Wellness Community, and Local AAAs.</p> <p>December 2008 - CDSMP classes for older adults continue to be provided through the Pima Council on Aging in various sites in Tucson, in Prescott, Verde Valley through the Yavapai Community Health Services and Mariposa Community Health Center, in Nogales. Additionally, ADHS and ADES will be collaborating with partners to offer additional CDSMP courses in the Phoenix area. Partners include Intertribal Council of Arizona, Cigna Healthcare, The Wellness Community, and Local AAAs.</p>
f.	Facilitate coordination of immunization efforts among older adults.	ADHS	TAPI, Senior Centers, AAAs, Primary Healthcare providers	Ongoing	

g.	Promote access to screening to detect chronic diseases.	ADHS	Comprehensive Cancer Coalition, Pinal Gila Council for Senior Citizens, Empowerment Systems	Ongoing	<p>July 2008 - Arizona Cancer Coalition meetings were held on March 27 with the theme of prostate cancer awareness and on June 19 with a theme of breast cancer awareness. Colorectal cancer screening information was available at the Women's Expo on April 19 and the Super Colon was part of the exhibit. Free prostate cancer screening was held on June 14. The Well Woman HealthCheck Program continues to provide breast and cervical cancer screening services to low income, uninsured and underinsured women aged 40-64.</p> <p>December 2008 - Comprehensive Cancer Coalition - Coalition meeting held on November 29 with the theme of colorectal cancer screening awareness; media campaign implemented on November 5 for colorectal cancer awareness. Arizona Cancer Coalition meetings on September 24 with the theme of lung cancer and December 8 with the theme of gastric cancer. Free prostate cancer screenings on October 14. Undy 5000 5 K walk/run for colon cancer awareness on November 15. "Cancer Awareness and Advocacy Conference" on October 11. Hockey game for colorectal cancer awareness on October</p>

					18. "2008 Arizona Hepatitis B Virus Conference" on December 20 with the emphasis on liver cancer. "Us TOO University" for prostate cancer on November 8. "Graham County Colorectal Cancer Summit" on November 12.
h.	Initiate and coordinate a statewide falls prevention campaign.	ADHS	DES, AAA, LHD, Gov. Council on Health Status of Women, HSAG, City of Phoenix, ASU programs and colleges, Tucson and Phoenix fire departments and non-profit agencies in fall prevention workgroups.	Activities ongoing. Survey completed 6/05 7-2006 AZ Fall Prevention Team established and includes ADES, AHCCCS, ADHS, PCOA, Piper Trust, and GACA representatives.	
i.	Cooperate with ADHS to enhance prevention and wellness program outreach efforts.	AHCCCS		Ongoing	
j.	Expand disease management programs designed for chronic conditions to include those at all stages of the disease process.	AHCCCS		Ongoing	Task Completed – 2007 Services Ongoing
k.	Create partnerships with community resources to deliver the most appropriate age specific wellness programs designed to assure active life styles and independency.	DES			July 2008 - Nutrition and Wellness Coordinator continues to work with AAA and Senior Centers to recognize benefits of the Active Options website. October 2008 – DES – see 3.2A

l.	Utilize research and monitor trends that facilitate outcomes to enhance program development.	DES			<p>July 2008 - Program evaluation is conducted annually on all programs.</p> <p>October 2008 – DES - Program evaluation is conducted annually on all programs.</p>
m.	Support aging services and programs that promote independence and self determination of choices for older adults.				
n.	Conduct an inventory of wellness programs and resources within local communities in partnership with AAA's to identify local entities that conduct health and wellness programs.	DES	AAAs	12-31-08	<p>The Nutrition and Wellness Coordinator is collaborating with the Department of Health Services to explore options to promote increased access to oral and dental services. Investigating current programs and resources available that address behavioral health and suicide prevention to determine options.</p> <p>October 2008 – DES - The Social, Health and Alzheimer's Committee of the Governor's Advisory Council on Aging has selected Oral Health as the focus for the next three years. The committee is looking at models in other states and identifying key stakeholders in Arizona. Arizona statistics, background and potential initiatives were discussed at the August meeting.</p>
o.	Decrease isolation of elders, with particular emphasis on rural and ethnic elders.	DES	DES & AAAs	10-1-07 to 12-31-08	Information about senior center activities or other socialization events and other resource materials are distributed via media and other literature through the home delivered meals program, utility bills, grocery stores and

					churches. October 2008 – DES - No activity
p.	Promote visitation programs to the homebound.	DES	DES	Ongoing	The Division of Aging and Adult Services continues to support Friendly Visitor programs. October 2008 – DES - No activity
q.	Increase access of the family caregiver support services.	DES	AAAs	Ongoing	The Family Caregiver Program Coordinator will continue work with the Area Agencies and Arizona Caregiver Coalition to enhance awareness of the programs within their local areas. Coordinate with Generations United and other kinship care agencies to review existing efforts. October 2008 – DES - Working with AAA's to survey current services and to implement more family caregiver services in each agency.
r.	Increase the number of eligible older adults receiving food stamps.	DES		Ongoing	No Activity October 2008 – DES - No activity
s.	Integrate the principles of self determination, into models of care for case managers to promote putting decisions in the hands of the consumers and	DES		Ongoing	The Division of Aging & Adult Services participated on the Arizona Long Term Care System (ALTCS) Self Directed Care Attendant Committee.

	families.				October 2008 – DES - No activity
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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. Research & Planning (R&P)	7/1/05 ~ Present Ongoing	<p>March 2008 - Using information developed by CORE Unit, CD produced for use in presentations to foster awareness of domestic security issues from a private citizen's viewpoint. The eight points in the CD subtly target seniors in their daily activities.</p> <p>April - June 2008 - Department presented citizen academies in Show Low, Benson and Phoenix to provide opportunities in various regions of the state.</p> <p>September 2008 - Department initiated citizen academies in Flagstaff and Payson to provide opportunities in various regions of the state.</p> <p>Task Completed – 2007 Efforts Ongoing</p>
b.	Promote medical review	ADOT			

	programs that promote early intervention for those with compromised driving ability; find a method of ensuring that senior drivers have the physiological skills to continue operating a vehicle safely.				
c.	Expand service integration efforts to include the safety and well being of older Arizonans.	DES		Ongoing	Task Completed – 2007 Efforts Ongoing October 2008 – DES - No activity
d.	Provide agency investigators with advanced, specialized training to facilitate investigation of fraudulent schemes where seniors are comm victims.	DES		7/2005 - Ongoing	June 2008 - Criminal Investigations Division added performance measures relating to training and investigation of fraudulent schemes as part of their strategic plan for the 2010 Strategic Plan.
e.	Build a continuum of accessible services to meet victim's service needs.	DES	Area Agency on Aging	July 2005 - Ongoing	October 2008 – DES - Adult Protective Services (APS) and the Maricopa Area Agency on Aging (AAA) are working together to provide comprehensive services to APS clients referred to the AAA “APS Coordination Pilot Program”. As of July 2008, APS and the Maricopa AAA have assisted approximately 500 clients.
f.	Work with local, county and private partners to identify existing problems and resources.	DES		7/2005 - Ongoing	Adult Protective Services (APS) continues to provide in-services to community organizations/agencies APS made over fifty presentations to local law enforcement, attorneys, hospices, behavioral health agencies, management of senior retirement communities.
g.	Coordinate fraud information with	DES		7/2005 - Ongoing	All fraud and/or scams are shared with Adult

	Adult Protective Services and AHCCCS (Fraud Unit data), in addition to agencies already involved in fraud prevention				Protective services (APS) District Managers in order that they share them with their staff. Contacted AHCCCS Director in charge of Fraud Unit to coordinate email notification of fraud issues.
h.	Work to promote the expansion of the "Gate Opener" Program statewide.	DES		12-31-08	No Activity
i.	Work with cities, counties, and state agencies to promote safety issues impacting elders, I.e., streetlights, construction sites, safety codes.	DES		Ongoing	No Activity
j.	Partner with each Regional Long Term Care Ombudsman to develop visitation schedule of assisted living facilities within their regions.	DES		12-31-2008	Each regional long term care ombudsman has been advised of and understands the requirement. The visitation schedule will be monitored throughout the year. Any issues with compliance will be addressed with the regional long term care ombudsman.

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		7/5/2005	Task Completed – 2007 Efforts Ongoing
b.	Provide Adult Protective Service investigators with continuous professional training to improve quality and response to reports of incapacitated and vulnerable	DES	DES/CPS & DES/Risk Management	7/5/2005	Task Completed – 2007 Efforts Ongoing

	adults who are victims of abuse, neglect, and exploitation.				
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	7/5/2005	Task Completed – 2007 Efforts Ongoing
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	9/1/05 ~ 12/31/07	July 2008 - Criminal Investigations Division initiated performance measures relating to training and investigation of fraudulent schemes as part of their strategic objectives for FY09. Task Completed - 2007 Efforts Ongoing
e.	Work to prevent the diverse aging population from becoming victims of civil rights violations, including age discrimination, consumer fraud scams and criminal activity.	AG	AG Community Services Unit, Public Advocacy Division, Arizona Civil Rights Division	FY05-ongoing	October 2008 - AG continues towards this mission but with 2 less staff. We have been awarded the SEARS grant again whose focus this year is Consumer Fraud against seniors. We also were awarded a HUD Grant for Fair Housing Education and another by the EEOC for Employment discrimination. We continue to do presentations and have started setting up satellite “Centers” which are information hubs in places of worship and other community places which seniors frequent. These hubs have all AG related materials as well as some State of Arizona programs like Benefit Checkup.
f.	Combat fraud and discrimination against the diverse aging	AG	AG Community Services Unit,	Ongoing	October 2008 - AG maintains a large consumer protection unit that investigates and responds to

	population by investigating complaints, filing lawsuits, resolving claims and/or mediating using Attorney General staff and volunteers.		Public Advocacy Division, Arizona Civil Rights Division		over 90,000 phone calls per fiscal year. AG staff will help mediate disputes between companies and the complainant for free. Due to Arizona Consumer Fraud Act and internal policy, all data on the successes of the program are kept strictly confidential. Our diverse elderly population may also access these services via the website or by visiting one of the 36 satellite offices around the state. At a satellite office, a trained volunteer will take the time to sit down and hear the person's problem and work with them to resolve it on a one on one basis. The AGO also maintains the Arizona Civil Rights Division which investigates civil rights charges around the state and has prosecutorial powers. The ACRD also maintains a separate mediation unit that can mediate disputes between the charging party and the respondents. All information regarding the individual success are also kept strictly confidential.
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	AG Community Services Unit, Public Advocacy Division, Arizona Civil Rights Division	Ongoing	October 2008 - AG continues to collect information on new forms of discrimination and consumer scams through a broad network of community organizations. AGO will continue to be in contact with the Governor's Office and other law enforcement agencies about what these new crimes and frauds are and collaborate how they should be addressed. AGO maintains an Elder Abuse Taskforce that tries to coordinate with law enforcement state-wide on issues regarding elder abuse especially financial exploitation. The AGO

					legislative team will be in contact with other agencies and offices regarding legislative priorities.
h.	Advocate for victims' rights and publicize outcomes of civil and criminal cases.	AG	AG Community Services Unit, AGO Criminal Division, AGO Victim's Rights Enforcement and AGO Victims Services section	Ongoing	<p>October 2008 - The AGO maintains an Office of Victim's Services. OVS has two parts. One part is run by six advocates that provide assistance support and information to victims of crime in the cases prosecuted by this office at both the trial and appellate levels. The advocates, working with the prosecutor, keep victims informed of their case and provide notification of all victims rights pursuant to Arizona law.</p> <p>The other side is a state-wide effort. The Office of Victim Services provides training, technical assistance, and funding to criminal justice agencies statewide to ensure that those agencies provide victims their rights throughout the criminal justice process. By statute, we administer the Victims' Rights Program which provides monetary awards to 60 criminal justice agencies. We also audit agencies and serve as the Enforcement Officer for complaints regarding violations of victims' rights. If a victim of a crime believes that rights provided by law have been violated, we investigate that complaint and attempt to resolve any issues. Most often, the complaint is as a result of a failure of communication.</p>
i.	Monitor and provide legal input with respect to legislation and government agency policies and	AG	AG Community Services Unit, Public Advocacy	Ongoing	<p>October 2008 - The AGO began in February 2007 an increased agency outreach plan in conjunction with the state's</p>

	procedures involving civil rights and consumer fraud issues that may affect the aging population.		Division		new performance measure pay package. Each agency regularly with their Assistant Attorney General who will make a special effort to make sure new crimes and frauds are on the issue agenda.
j.	Expand and enhance Adult Protective Services and victim services.	DES		Ongoing	Refer to 4.1 e
k.	Promote respite to mitigate abuse by caregiver.	DES		Ongoing	Assessment tool to identify "at-risk" caregivers being developed in Lifespan Respite Care Network. Implementation expected in 11/08.
l.	Establish participation with Attorney General statewide Task Force (Elder Abuse).	DES		12-31-2008	No Activity.
Objective 4.3: To develop an emergency preparation plan to address needs of "at risk" vulnerable adults requiring emergency evacuation.					
Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Implement the Client Identification Program.	DES		7/2008-Ongoing	The Adult Protective Services (APS) program launched the Client Identification program also known as the Medallion Program. The Medallion Program is designed for individuals for the purpose of safety and protection in emergency and disaster situations. It provides emergency first responders with a 24 hour hotline number to obtain information to assist individuals with special needs in emergency situations. Brochures about the program are currently available and the program has been issuing

					medallions since August 2007. APS has issued approximately 120 medallions to date.
b.	Improve the coordination between Adult Protective Services, Arizona Department of Health Services, Arizona Health Care Cost Containment System, and the Long-Term Care Ombudsman Program in the closure of facilities.	DES			The Long Term Care Ombudsman with Adult Protective Services (APS) and Department of Health Services (DHS), have been developing a Memorandum of Understanding to ensure the role of each agency is clearly defined and understood by each member agency. The plan will be reviewed and modified as needed and is currently in the final editing stages and will be presented to the Interagency Council on Long Term Care in October 2008.

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.	Expand and enhance home and community based services (e.g. Transitional living assistance).	AHCCCS, DES	AAAs	2005 – Ongoing	October 2008 – DES - The Independent Living Support Unit is continuing to work with Area Agencies to utilize their Capacity Building Funds to expand and enhance Home and Community Based Services.
b.	Facilitate and support caregiver education and ongoing access to useful caregiver resources.	AHCCCS, DES	Area Agencies on Aging	Ongoing	Task Completed – 2006 Efforts Ongoing
c.	Offer family care support for state employees.	ADOA	Work-Life	Ongoing	July 2008 - Child Development Center Grant and Operation Playground - researching grants and other in-kind assistance to improve the play areas at the Capitol Mall Child Development Center
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	Begin 2008	

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.	9/30/04 ~ Present Ongoing	<p>January 2008 - Telecommuting contracts updated.</p> <p>February 2008 - Director had provisions added to agency strategic plan adding issues relating to developing a robust program for making use of retiree and volunteer skills.</p> <p>March 2008 - Volunteer coordinator developed concepts for review involving flexibility in service hours for reserve officers and civilian volunteers. Concepts currently under review by executive management.</p>
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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	GACA	Ongoing	
b.	Expand the use of physician extenders in underserved areas, such as nurse practitioners and physician assistants.	AHCCCS		Ongoing	Task Completed – 2006 Efforts Ongoing
c.	Work with local long term care, home service providers, and other existing groups to provide training and assistance to caregivers.	ADHS, DES	Commerce, GACA		October 2008 – DES - The recommendations are still being revised, with discussion now focused on the actual competencies and skills to be required on the proposed standardized test. The Direct Care Workforce Committee has reached

					agreement on different levels of training and certificates. Most of the ongoing work concerns implementation for the new requirement at Arizona Health Care Cost Containment System (AHCCCS).
d.	Provide ongoing training to behavioral health providers on identifying and addressing the behavioral health needs of older adults (collaboration between Licensing and Behavioral Health divisions)	ADHS	Arizona Suicide Prevention Coalition	Ongoing	<p>January 2008 - The DBHS practice protocol on Prevention, Early Intervention, and Treatment with Older Adults was officially posted to the ADHS web site during the fall of 2007. DBHS staff provided training on this protocol to prevention and treatment providers at the 2007 Summer Institute Conference and the October, 2007 Suicide Prevention Conference.</p> <p>July 2008 - On February 2008, the Community Partnership of Southern Arizona held a conference on Behavioral health and older adults in which sessions tackled issues on depression, screening, and other trends associated with older adults and behavioral health problems including suicide. Approximately 401 people attended the conference.</p> <p>Task Completed – 2007 Training Ongoing</p> <p>December 2008 – DBHS provided training on substance abuse and older adults, using the practice protocol, at the April 2008 Annual Substance Abuse Conference. Approximately, 400 people attended</p>

					representing various fields of substance abuse services in Arizona including: prevention, treatment, law enforcement, education and others. DBHS conducted a workshop on older adult practice protocol in the same.
e.	Fine tune plans to staff the state Veteran Home to be opened in Tucson.	ADVS	ADOA, Nursing Roundtable, AZ Military Bases, VA – State Veteran Home Grant Program, U of A Medical School, Southern Arizona Veterans Medical Center	Fall 2005 until the Home is actually opened (estimated 2008).	July 2008 - Staffing consideration for the Veteran Home in Tucson will be addressed before construction on the facility begins. Grant funding from the VA has not been awarded and it appears the grant may be realized in 2010 (based on priority and the amount of funds available to build new state veteran homes).
f.	Achieve and maintain a manageable staff-to-client ratio within levels acceptable to the Arizona Supreme Court and as allowed by available funding.	ADVS	Governor's Veterans Task Force.	Ongoing	July 2008 - Staffing in the Fiduciary Division continues to conform to levels acceptable to the Arizona Supreme Court. During this reporting period, the staffing level averaged 50 clients for each Human Service Specialist.
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	July 2008 - The Veterans' Education and Training Approving Agency Division (VETAA) is maintaining the approval of the OJT position for Veterans Benefits Counselors. This is a Montgomery GI Bill benefit, which allows a veteran to supplement their income during their initial six-month training period. One veteran is in this apprenticeship program in the Veterans Services Division of ADVS. The agency is using this as a recruiting tool to hire

					additional Veterans Benefits Counselors.
h.	Expand agreements with nursing schools to provide practicum experience in a long-term care setting for its students, resulting in effective recruiting of personnel for the nursing department at each State Veteran Home in the state.	ADVS	Nursing Schools	November 2005 - until there is no longer a nursing shortage.	July 2008 - Agreements with Maricopa County Community Colleges continue for nursing students. Agreements have been put in place with ASU for the State Veteran Home in Phoenix to be utilized as a site for practicum experience.
i.	Develop training materials for regional system staff on services and programs.	DES	GACA, U of A		October 2008 – DES - New strategies were created that include the original strategy as this action step. 2.2.A., 5.2.a.1 and 7.7.1.C
j.	Provide creative incentives to those providing direct care to the elderly.	DES	GACA, U of A		A list of potential partner organizations has been compiled for this activity. The marketing sub-committee and the Direct Care Workforce Specialist will continue to build relationships with the community and the direct care partners.
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, Interagency Council on Long Term Care	DHS, AHCCCS, Citizens' Workgroup on LTC Workforce (ended 2005); Governor's Office on Aging	Ongoing	
l.	Implement applicable recommendations from Citizens Workgroup for Direct Care Workforce.	DES			Recommendations for different levels of training for the direct care workers have been developed, along with implementation considerations. They will be submitted to the Inter-Agency Council on Long Term Care (IACLTC) on July 2, 2008.

m.	Advocate for professional development of direct care professionals.	DES			This will be coordinated with the development of career paths and college programs; see 5.2.c
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.					
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	Jan 2005 – Nov 2005	Task Complete – 2005 Service Ongoing
b.	Increase the retention rate of older employees.	DES	ADOA		
c.	Increase the retention rate of older employees.	DES	GACA, AAAs, Mohave County One-Stop	Start October 2005	
d.	Welcome older volunteers for one-time projects as well as long-term projects.	ASP			
e.	Pay seniors and provide some	ASP			

	benefits to work part-time in training positions.				
f.	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 Human Resources Unit.	8/1/05 ~ Present Ongoing	<p>January 2008 - Skills inventory allowed agency to identify and use retirees and volunteers saving \$22,276 in employee costs.</p> <p>February 2008 - Skills inventory provided agency with opportunity to use retirees and volunteers for a savings of \$15,508 in employee costs.</p> <p>April 2008 - Efforts enhanced in Human Resources relating to the skills inventory with assignment of a second person.</p> <p>May 2008 - Fourteen job descriptions completed for volunteers and retirees which define roles, authority, functions and KSAs. Presented and approved by executive staff.</p> <p>July 2008 - Number of retiree and potential volunteer classifications increased from fourteen to twenty-three. Job descriptions completed defining roles, authority, functions and KSAs. Presented and approved by executive staff.</p> <p>August 2008 - Documented cost savings through use of retirees and volunteers to this point in FY09 totaled \$21,452. (Note, quarterly totals through September were unavailable at the time this progress report</p>

					<p>was prepared)</p> <p>January 2009 - Number of retiree and potential volunteer classifications increased to thirty-five separate classifications. Job descriptions completed, posted on internet</p> <p>February 2009 - Documented savings through the use of retirees and volunteers was \$24,789 in January and \$29,502 in February. (Note, March totals not available at time of report</p> <p>May 2009 – Number of retiree and potential volunteer classifications increased to thirty-six separate classifications. Job descriptions completed, posted on internet</p> <p>June 2009 - Documented savings through the use of retirees and volunteers was \$33,402 in April and \$30,945 in May. (Note, June totals not available at time of report</p> <p>Task Completed – 2007 Efforts Ongoing</p>
g.	Coordinate with industry constituents to develop a volunteer opportunity database and increase knowledge about jobs and opportunities available to the aging workforce, and to communicate these opportunities to the aging population.	AOT		May 2006 - Ongoing	<p>October 2008 - AOT continues to offer opportunity for industry constituent links to appear on AOT websites.</p> <p>Efforts ongoing.</p>

h.	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>July 2008 - The Veterans' Education and Training Approving Agency Division (VETAA) conducts monthly Education Briefings at Luke Air Force Base for those who are eligible for Montgomery GI Bill benefits.</p> <p>ADVS staffs an office at the Elijah Wong Veterans Service Center near Luke Air Force Base to provide counseling and assistance regarding the Troops to Teachers program.</p> <p>October 2008 –</p> <p>NEWLY REPORTED INITIATIVE: Troops to Teachers (TTT) is a federal program that assists eligible military personnel transition to a new career as public school teachers in targeted schools. Lauded as an extraordinary nationwide program to provide a means for veterans to continue to serve their communities after leaving military service, TTT provides participants with counseling and assistance regarding certification requirements, routes to state certification and employment leads. The Arizona program is 15th in the nation in the number of military personnel in the state, but it is ranked as the 8th in the country for the total number of teachers who have been hired as a result of participating in their program. From 10/1/93 until 9/30/07, 42% of the military veterans registered with the TTT program were hired as teachers. As of</p>
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					<p>September 8, 2008, Arizona has hired 419 teachers to fill critically needed teacher positions and provide a career for military veterans. The TTT program was administered by the Arizona Department of Education from 1994 until 10/1/07 when the Arizona Department of Veterans' Services assumed responsibility for the program.</p> <p>NEWLY REPORTED INITIATIVE: There are various levels of volunteer opportunities available at the Arizona State Veteran Home, including support for the Recreational Therapy Department. The Home has 115 regular volunteers who come in consistently. During September, there were 14 organizations that hosted and staffed special events for the residents.</p> <p>All volunteers must attend orientation and their assignments are commensurate with their interests and their abilities. Some of the programs are structured, such as the Caring Companion (where volunteers commit to spending a certain amount of time each week with an assigned resident and maintain an ongoing relationship with them) and Reiki volunteers (who are able to receive specialized training while working with residents at the Home). Other volunteers can come in for special events, visit randomly with residents, assume non-professional staff responsibilities to comfort</p>
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					residents (such as filling bedside water pitchers, helping with the resident to do simple tasks such as helping to write letters).
i.	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 GI Bill educational benefits.	ADVS	ADVA, US Dept. of Veterans Affairs.	Spring 2005 - 2008	
i.	Explain apprenticeship services to the LWIAs and how they may direct an older worker into an appropriate apprenticeship such as assisted health care.	Commerce	Apprenticeship Service	September 2008/ February 2009	July 2008 - Plan submitted early August 2008 No Action Taken as of August 2008
j.	Send a letter explaining the Job Training Program to recipients of the Mature Worker Friendly Employee Certification. This letter would explain how the program may be appropriate in training older workers for specific positions. (Information about Apprenticeships could also be included in this letter).	Commerce	Job Training Program	Annually in October	July 2008 -Plan submitted early August 2008 No Action Taken as of August 2008
k.	Small Business Services online resources provide information for what a person needs to know to start, operate and grow a business in Arizona including licensing, certification, procurement		Small Business Services	Ongoing	July 2008 - Plan submitted early August 2008 No Action Taken as of August 2008

	opportunities and statewide resources. Starting a small business could assist an older worker in supplementing their income.				
i.	Coordinate with the GACA Mature Workforce Committee to develop a public awareness campaign for employers/local employment agencies on utilization of mature workers.	DES			The Senior Community Service Employment Program (SCSEP) Coordinator continues to work with Governor's Council on Aging (GACA) to develop a public awareness campaign. (Ask Joel)
m.	Improve and enhance the Senior Community Service Employment Program	DES			Pima Council on Aging (PCOA) and Pinal/Gila Council for Senior Citizens (PGCSC) Senior Community Service Employment Program Coordinators have taken the lead on completing the handbook. It is expected to be reviewed by all state sub-grantees were reviewed in April 2008. Currently finalizing the edits.
n.	Coordinate with the Mature Workforce Committee to implement the Mature Workforce Resource web portal.	DES			See 5.3.b
o.	Provide leadership to statewide workforce development efforts for older adults.	DES			See 5.3.b

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	DES			

	retirement for employers.				
b.	Promote the increase in the retention rate of older employees.	DES			
c.	Investigate incentives to university departments to incorporate aging experts in their hiring plans.	ABOR			
d.	Collaborate with Department of Administration to provide information about retirement, benefits, and post-retirement opportunities to employees at or near retirement age.	ADOH	ADOA	Ongoing 12/18/2008	Task Completed – 2007 Efforts Ongoing <i>December 2008-</i> Through regular review of personnel process and internal communications, employees are informed of retirement benefits and post-retirement opportunities. Currently we have one employee that works under contract that has retired from housing and works on a full or part-time bases to assist with the departments needs and others that we call on an as needs basis. The department is also currently working on establishing formal plans, which includes career planning, growth and development.
e.	Prepare a plan for key employee succession and skill retention in the future.	ADOH		7/06 - 3/07	Task Completed – 2007 Efforts Ongoing
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.	9/30/04 ~ Present Ongoing	<i>January 2008</i> - Merit system business manager heading task force appointed by Director's Office to study administrative rules and draft changes as part of 5-yr GRRC review. <i>April - June 2008</i> - Merit system rules

					<p>advisory committee formed in April, met bi-weekly through May and June to review administrative rules for possible revision and update.</p> <p>July 2008: - Agency applied for certification under the Arizona Mature Worker Friendly Employer Program.</p> <p>July-September 2008 - Merit system rules advisory committee formed last quarter has been meeting bi-weekly through September to review administrative rules for possible revision and update.</p> <p>January 2009 - Agency received certification as a <i>Mature Worker friendly Employer</i>. Part of the application process included documentation regarding agency efforts at rule revisions, skills retention, volunteers and hiring accommodations.</p> <p>March 2009 - Merit System Rules Advisory Committee formed in previous quarter meets on regular basis to review administrative rules for possible revision and update.</p> <p>April 2009 - Merit System Rules Advisory Committee formed in previous quarter meets on regular basis to review administrative rules for possible revision and update. Agency is certified as a <i>Mature Worker friendly Employer</i>. Part of the certification</p>
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					process included documentation regarding agency efforts at rule revisions, skills retention, volunteers and hiring accommodations.
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 compensation.	9/30/04 ~ Present Ongoing	January 2008 - Agency employing retirees for cadet background investigations; using hourly pay and temporary & provisional appointments to fill gaps in crime lab; and, volunteers for clerical tasks in loss prevention. Task Completed – 2007 Efforts Ongoing
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.	9/30/04 ~ Present Ongoing	January 2008 - Agency offering flex scheduling and telecommuting under current merit system rules. Turnover rate for last reported quarter at 1.6%. Task Completed – 2007 Efforts Ongoing
i.	Investigate ways to encourage employee retention (such as flexible work schedules and job shares), minimize turnover through management training programs, and assist managers facing increasing work demands with limited human resources.	ADVS	ADOA	Fall 2005 to March 2006	Task Completed – 2007 Efforts Ongoing
j.	Perform workforce analysis and proactive recruitment.	ADOA	HR	Ongoing	July 2008 - No changes October 2008 - ADOA published its annual Workforce Report in September 2008. The

					report highlights key statistics such as Percentage of Separations due to retirements (1999 – 2008) and Retirement Eligibility over the next five years (by agency). The data indicates that the percentage of separations as a result of retirement increased for the fourth year in a row to the highest level in recent history – over 14%.
k.	Explore and develop new recruitment options.	ADOA	Recruitment	Ongoing	<p>July 2008 - In March 2008, ADOA became aware that the Kivel Nursing Home was closing. We worked with their displaced medical staff and were able to recruit some into state service.</p> <p>Nurse Appreciation Week was April 12 -17, 2008. A video was created thanking more than 800 nurses in state service. Jobing.com coordinated the video with Executive Directors from Veterans Services, DOC, DJC, AHCCCS, The Pioneer Home, DHS and DES. In addition, ADOA distributed over 6000 packages to express the State's appreciation for the work they do.</p> <p>The Career Center is providing services to assist aging employees in planning for retirement and returning to the workforce. The following are the services currently being delivered and utilized by current employees:</p> <ul style="list-style-type: none"> • Assessments to identify/assess interests, skills, aptitude, and training potential.

					<ul style="list-style-type: none"> • Career consulting to identify direction and options, and provide support, expert advice and information regarding career decisions and career path. • Develop career action plans to fill skill gaps through training and/or education, and prepare for each step needed to achieve the employee's goals. • Develop and deliver training in career development/management topics to prepare employees to market themselves, compete, and be successful in a new working environment. Training topics include: <ul style="list-style-type: none"> ○ Resume development, ○ Interviewing techniques and strategies, ○ Job search methodologies, ○ Networking, ○ Assessments and identifying your value. <p>Training is provided in a virtual and classroom setting.</p> <ul style="list-style-type: none"> • Provide educational and professional advice for aging employees wanting to return to the workforce, but also employees re-entering education through formal degree programs. <p>October 2008 - In February, 2008, ADOA coordinated a special group of all agencies providing health care services – the</p>
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					<p>Healthcare Initiative. This group continued to meet throughout the year and has accomplished the following tasks:</p> <ul style="list-style-type: none"> - Recognition of nearly 900 nurses employed by various agencies; - Worked with ADOA Communications staff to develop flyers and other marketing collateral for nursing careers within the state; - In conjunction with Jobing.com, coordinated the filming of 2 videos to be used for recruiting nurses. In addition to the Nurse Appreciation video, a second video with actual state employee nurses discussing job opportunities has been filmed. - Established relationships with Chamberlain School of Nursing and Apollo College to recruit their students to nursing careers at the state. Job Fairs were held on each campus. <p>ADOA has developed a relationship with the Life Development Institute to help their program participants be better prepared for the workforce. This will be through a combination of workshops and programs including "Barriers in the Interview", mock interviews, and similar programs.</p> <p>ADOA has developed an in-house workshop that discusses generational differences with an emphasis on interaction in the workplace.</p>
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					<p>This is particularly valuable in the recruiting process as the 3 primary generations (boomers, gen-x, and millennials (gen-y)) have different values and different communication styles.</p> <p>Staffing & Recruiting has participated in various recruiting oriented workshops presented by Jobing.com and Monster.com. These have included Government PAC special interest groups, presentations by the Social Security Administration, and a Power Recruiter Workshop.</p> <p>ADOA has developed 4 workshops titled:</p> <ul style="list-style-type: none"> - Job Ads That Rock; - Panning for Gold – Preparing the Hiring List; - General Interviewing Guidelines; - Recruiting in a Down Economy. <p>These have been presented to many of the large agencies, and for the 4th quarter of 2008, this series has been made available monthly to all agencies, including both H/R staff and Personnel Coordinators – with more that 70 registered attendees</p>
I.	Explore recruiting military veterans and retirees.	ADOA	Recruitment	Ongoing	<p>July 2008 - ADOA has joined and attends the Boomerz meeting for adults over 50. These networking opportunities allow us to insure we direct our recruitment efforts toward targeting retirees.</p> <p>ADOA presented the on-the-job and</p>

					<p>apprenticeship training offered through the Arizona Office of Veteran's Education at our state agency meeting in February and March 2008. To date no state agencies are participating in this program.</p> <p>ADOA attended Davis Monthan AFB Job Fair April 15, 2008. Spoke to several military veterans/retirees interested in State positions.</p> <p>October 2008 - ADOA attended Davis Monthan AFB Job Fair April 15, 2008 and October 15, 2008. Spoke to many military veterans/retirees interested in State positions.</p>
m.	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	<p>July 2008 - No changes</p> <p>October 2008 – No changes</p>
n.	Assess employees' training needs.	ADOA	AzGU	June 2008	<p>July 2008 - AZGU conducted focus groups in AHCCCS, DPS, and ADOA. Informal groups were held in DHS as well. The questions asked were "What skills and competencies do you need to manage/work in the restricted budget environment? How will you serve your customers when we are not allowed to replace employees who leave?"</p> <p>The results were rewarding in that it validated prior needs analysis.</p>

					<p>Communication came up high on the needs list again as did managing stress, change, and time. Most of the training courses were already developed. The gap in available training and employees' needs are in learning to write via email. What is appropriate to include in the emails, how should the thoughts be expressed, what is proper grammar, spelling, and punctuation.</p> <p>October 2008 - The "Email Techniques" class is developed in computer-based training format and will be implemented by the end of November, 2008</p>
o.	Develop training programs for emerging skills.	ADOA	AzGU	Ongoing	<p>October 2008 - Several agencies, including the Registrar of Contractors, AHCCCS, and DHS all indicated a need for Keyboarding skills. AZGU purchased a program and has been holding computer labs to train employees on this much used and needed skill.</p>
p.	Provide variety of training in various formats to meet demands of employees.	ADOA	AzGU	Ongoing	<p>July 2008 - AZGU piloted putting the whole Supervisor Academy in web-conferencing format in May, June, and July, 2008, for AHCCCS virtual office employees. Six of the Supervisor Academy classes are in computer-based training (CBT) format. AZGU has also developed a Standards of Conduct for Boards and Commissions in CBT format to help reduce the travel costs for the public serving on government agencies boards. AZGU lead the way introducing web</p>

					<p>conferencing via iLinc to the agencies for training. AZGU takes partial credit for the \$440,000 saved in calendar year 2007 – and the reduction of 340,000 pounds of CO2 that did not go into our environment.</p> <p>October 2008 - AZGU has converted the Advanced Supervisor Certificate Program to web conferencing via iLinc format and the attendance has increased from an average of 6-7 attendees to 12- 15 attendees. This format appears to be favored by this segment of the employee population.</p>
q.	Automate recruitment system.	ADOA	Yahoo Hiring Gateway	Ongoing	<p>Task Completed – 2006 Service Ongoing</p>
r.	Establish internship programs for high school and college students.	ADOA	Recruitment	October 2005 to June 2007	<p>July 2008 - The 2007 internship program was successful. We were able to fill 83% of requests in 2007 vs. 23% in 2006. The 2008 internship program has been announced and we are currently working with departments to fill requests.</p> <p>October 2008 – No changes</p> <p>Task Completed – 2007 Services Ongoing</p>
s.	Provide part-time work for state employees easing into retirement.	ADOA	Work-Life	Ongoing	<p>July 2008 - No changes</p> <p>October 2008 – No changes</p>
t.	Develop plans for job sharing and continue offering flexible work	ADOA	Work-Life	Ongoing	<p>July 2008 - No changes</p>

	schedules.				October 2008 – No changes
u.	Establish an intra-agency task force to develop plans for recruitment, retention, and reallocation of staff consistent with projected needs.	ADC	ADOA The Health Education Program Administrator and Administrative Services Program Administrator will supervise and monitor this strategy.	Ongoing	January 2008 - Since 2004, ADC's teams have been successful in meeting the task objective. Recruitment of new Correctional Officers has reduced vacancies over the last 12 months. Pay raises have been implemented with several key medical classifications and have been effective in retaining employees. Work is continuing on review of retention data regarding aging employees and how their services can be obtained in post-retirement, such as part-time employment.
v.	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 The Nursing Program Manager and Health Education Program Administrator will be responsible for developing training curriculum for the "Offender Aide" program.	Ongoing The Offender Aide training curriculum first draft will be completed by 3/31/2008	January 2008 - The Health Education Administrator and Nursing Program Manager have begun the work on a training curriculum to be implemented upon approval. Initial efforts have begun to ensure that essential partnerships with Offender Operations/Programs (specifically the WIPP Program) are established. They will be asked to review the program and determine if inmates participating will qualify for pay.
w.	Coordinate with the Department of Administration, as appropriate, and assist in developing retirement transition opportunities for aging state workers.	GACA	ADOA, ARS, DES	Ongoing	

Objective 5.5: Support older Arizonans' efforts to remain engaged in the workforce and civic engagement activities

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Provide technical assistance (resource identification) to the mature worker network.	DES			No Activity
b.	Promote employment opportunities for mature workers.	DES			See 5.3 b
c.	Increase FGP participation in existing volunteer sites.	DES			In April of 2008, the Foster Grandparent Program began contracting with Pima Council on Aging and Western Arizona Council of Governments to increase Foster Grandparent recruitment in Pima, La Paz and Yuma counties.
d.	Explore expanding Senior Companion to complement HCBS.	DES			No Activity
e.	Provide resources, services and program development to promote the use of senior volunteers to support seniors.	DES			Long Term Care Ombudsman and the Senior Health Insurance Assistance Program Coordinator have provided technical assistance to each regional coordinator for each program and their staff to assist them in increasing volunteer participation.

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			
b.	Support the infrastructure of Federally Qualified Health Centers (FQHCs) and other existing providers in underserved areas.	AHCCCS		Ongoing	Task Completed – 2007 Efforts Ongoing
c.	Provide more services over the web.	ADHS		Ongoing	<p>January 2008 - SODs for both the Long Term Care Program and Assisted Living Program have been posted on the web. Medical Facilities, Behavioral Health facilities will have SODs posted by 7/08.</p> <p>July 2008 - Posting of SODs (Statements of Deficiencies) for Medical facilities and Behavioral Health facilities is pending. Adding the SODs on-line is an unfunded project by DHS. Completion of this project depends on how the 2009 and subsequent</p>

					budgets affect IT as well as the labor freeze. December 2008 - Statements of Deficiencies (SODs) are available online as of January 2009. Task Completed – 2007 Services Ongoing
d.	Identify technology/ communication systems to make agency resources, best practices, and partners accessible to aging adults, partners, and providers.	ADHS		End November 2005	
e.	Utilize Community Network Teams to assess the needs of underserved areas.	DES			
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.	July 2008 - Status quo. Task Completed – 2007 Efforts Ongoing
g.	Explore opportunities for a statewide approach to providing academic degrees (MS, PHD) in gerontology.	ABOR			
h.	Provide resources and administrative support for sustaining and expanding the gerontology certificate programs at the three state universities.	ABOR		December 2006	
i.	Continue to develop, expand and	AG			

	publicize services offered to the general public through statewide satellite offices including use of trained volunteers.				
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Objective 6.2: Develop programs and approaches to close the gaps in the state's current aging services infrastructure and delivery system.

<u>Strategies</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
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	
b.	Provide resources and administrative support for the expansion of the medical campus in downtown Phoenix and its programs.	ABOR			
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	The Health Education Program Administrator will coordinate action on this item.	Ongoing Action will be taken on this item by 2/1/2008	January 2008 - Task Force membership has been identified to meet and begin working on this item if deemed appropriate. Based on current funding issues, a second alternative may be undertaken by sending a written request to the Governor's Council on Aging, asking for approval to either modify, postpone until funding revenue streams exist, or delete the item.
d.	Negotiate contracts for community halfway house/group home placements for the elderly offenders upon release, depending upon available funds.	ADC	The Health Education Program Administrator will manage and monitor this item.	Ongoing The proposed time frame for carrying out recommended action is 3/1/2008.	January 2008 - This task has been under consideration for the last 3 years. Two action steps may be considered with one option selected: for action: (1) The health Education Program Administrator will convene a

					committee to evaluate the status and feasibility of the strategy within the current fiscal and community environment and make recommendations, or (2) submit a written request to the Governor's Council on Aging asking to modify or delete the strategy as written.
e.	Build collaborations that will increase accessible, safe and affordable housing options for seniors.	DES	ADOH	9/2006	Task Completed – 2007 Services Ongoing
f.	Increase the number of eligible older adults receiving food stamps.	DES			REMOVE- Remove this is duplicated in number 3.2
g.	Increase awareness of the family caregiver support services.	DES	AAAs	Ongoing	REMOVE- Remove this is a duplication of previous entries.
h.	Integrate departmental services in order to effectively serve the family unit.	DES		Ongoing	Moved to 8.2 NEW
i.	Cross train providers & utilize case managers across agencies to assist seniors with processes for dealing with multiple agencies and services.	DES	AAAs	June 2007	October 2008 – DES - The AZ Links Maricopa County Partnership held three days of training between October 2007 and January 2008 with an average of 70 participants each day. The AZ Links Mohave County Partnership held two days of training between December 2007 and February 2008 with 40 staff members participating each day.
j.	Increase awareness of the family caregiver support services.	ADOH		Still Ongoing 12/18/2009	December 2008 -To increase awareness of family caregiver support services, Arizona Department of Housing strategically combines its efforts with organizations that have, at least as part of their mission, a concern for this population.

k.	Create/support programs for new construction of senior complexes, acquisition/rehabilitation of existing senior housing projects.	ADOH	AHCCCS/DES Area Agencies on Aging	Ongoing 12/18/2009	Arizona Department of Housing, through its Low-Income Housing Tax Credit program and the State Housing Fund awarded funds for new construction of developments that support seniors. December 2008 -This also implemented in our HOME contracts to address elderly and get extra points in scoring when they come for applications. Around 70 seniors are assisted with housing rehab through CDBG and HOME service dollars annually and around 100 seniors with emergency repair through Housing Trust Fund.
l.	Expand home modification program for seniors throughout the state.	ADOH	AHCCS/DES	Ongoing 12/18/2008	ADOH establish a clearing house within the agency that will provide access to research and best practices in housing innovation within the state as well as nationally. December 2008 -The Department of housing is working with ASU (The STARDUST Program) in implementing a housing plan for seniors. This program is still in progress but has limited due to economic times.
m.	Review homeowner rehabilitation and manufactured ADOH replacement programs to improve feasibility for seniors.	ADOH		Ongoing 12/18/2008	December 2008 - Same as L
n.	Research potentials for the creation of manufactured ADOH developments for both rental and homeownership projects.	ADOH		Ongoing 12/18/2008	December 2008 - Same as L
o.	Investigate the application of	ADOH		Ongoing	

	universal design principles to all new multifamily ADOH projects funded by ADOH.				
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 2008	January 2008 - Grant awards issued January 18, 2008 October 2008 - Construction plans have now been suspended.
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	July 2008 - Grant opportunities are being investigated to continue to evolve from a medical model to as social, resident-centered model at the Arizona State Veteran Home (ASVH). Staff performed a site-tour with the Beatitudes to draw on the expertise of that facilities successful resident-centered program. Information from the Alzheimer's Association and a support group for families with loved ones affected by Alzheimer's disease is managed through the ASVH Family Counsel.
s.	Plans for future Veterans Home facilities have been developed based on the Phoenix model.	ADVS	US Dept. of Veterans Affairs	Fall 2005 – 2008	July 2008 - Successful and improved processes currently in place at the Arizona State Veteran Home in Phoenix will be incorporated into the Home in Tucson.

t.	Explore opportunities to expand the number of health professionals with specialized knowledge and skills in gerontology/geriatrics through loan forgiveness or repayment programs	ABOR			
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.	Collaborate with Federally Qualified Health Centers to expand health services in under-served areas.	AHCCCS			Deleted – Duplicate strategy. See 6.1.b
b.	Support "Universal Building" efforts extended by the Department of Housing.	AHCCCS, ADOH			
c.	Expand health promotion/education opportunities by bringing public health and aging networks together.	ADHS, DES	AAA's, LHD, community agencies	4/2005 and ongoing.	July 2008 - The grant from the Administration on Aging for evidence-based programming has been a great opportunity to develop partnerships. ADHS and DES are partnering to teach courses and have both been participating in contractors meetings as well as a site visit and an annual grantees meeting. All of these activities involve collaboration of both public health and aging networks at the state and local levels.

					December 2008 - The grant from the Administration on Aging for evidence-based programming has been a great opportunity to develop partnerships. ADHS and DES are partnering to teach courses and have both been participating in contractors meetings as well as a site visit and an annual grantees meeting. All of these activities involve collaboration of both public health and aging networks at the state and local levels.
d.	Increase available funding for aging services through resource development.	DES		September 2005	
e.	Increase needed supports through community partnerships, maximization of local resources, and expanded availability of caregivers.	DES			Refer to 1.2 2 nd New
f.	Enhance Adult Protective Services and Non-Medical Home and Community Based Services to meet the needs of the growing aging population.	DES	Public Fiduciaries and VA Fiduciary.	7/1/2005	Task Completed – 2007 Services Ongoing
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.	DES			Refer to 1.1.d, 3.2.b and 8.3.a
i.	Ensure continued collaboration	Governor's Office on	All state agencies,	Ongoing	

	between State agencies and community partners by identifying and implementing programs and services that address evolving issues affecting older adults.	Aging	community partners		
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		Still Ongoing 07/18/2007 10/18/2007 12/18/2008	Task Completed – 2007 Efforts Ongoing December 2008- 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		Still Ongoing 07/18/2007 12/18/2008	
l.	Collaborate with state & local government agencies, nonprofit & private service providers to develop a range of medical, recreational and other support services for residents of new ADOH projects.	ADOH		Still Ongoing 10/18/2007 12/18/2009	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. December 2008 -Due to the change in Economic times such projects have been put on hold by developers in public and non profit sectors. As the economy improves we are sure these will come back.
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		Still Ongoing 07/18/2007	December 2008 -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		Still Ongoing 10/18/2007 12/18/2008	Arizona Department of Housing program guidelines are informed through regular ADOH collaboration with Arizona Register of Contractors, including determination of applicable licensing classifications. We collaborate with ROC C when reviewing Low Income Housing Tax Credit Projects eligibility for projects.

					December 2008 - When Projects come in for rehab through Housing Trust Fund they are required to have a business license. Projects funded with federal dollars are required to use License contractors for projects or risk the loss of funding.
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.	September 05 ~ 12/31/07 Efforts ongoing	
p.	Assess the needs of the aging population for Arizona tourism and partner with appropriate state agencies to coordinate findings and integrate plans.	AOT		Ongoing	
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 ongoing	
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	October 2008 - See 1.2.b.
s.	Increase collaboration with other entities (such as the Arizona National Guard, Department of Defense, Maricopa Workforce	ADVS	Agencies listed and the AZ Dept. of Corrections	Spring 2005 - Continuing	July 2008 - The Veterans Education & Training Approving Agency continue to interact with veterans' counselors at colleges and universities to ensure maximum

	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.				education opportunities for veterans utilizing their Montgomery GI Bill benefits. During federal FY 2009, a fourth Education Specialist will be hired specifically to focus on OJT and apprenticeship program and increasing partnership opportunities with employers of veterans.
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Objective 6.4: Establish policies, procedures, regulations, and statutes that reflect the changing nature of an aging population.

<u>Strategies</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Pursue policy changes at the state and federal levels to allow more flexibility based upon local needs.	DES			December 2008 – ADHS Department of Licensing Services is updating its rule packages. A committee was formed to look at the changing health care environment (increased acuity in facilities) and determine any needed action by the division.
b.	Develop and promote policy initiatives that address new and developing issues related to aging that affect the quality of life for older Arizonans, their families and the communities where they live.	GACA	All state agencies and community partners	Ongoing	
c.	Modify the homeownership development program to accommodate the financial and social needs of seniors. Emphasis will be placed on developing an elderly	ADOH		7/06 - 6/07 Ongoing 12/18/2008	SFY 2008 implementation December 2008 -For the last couple of years we have set aside 2.5 million for tribal lands regards to projects for housing and other community needs. We are still in discussion

	homeownership program on tribal lands where land ownership challenges have been addressed.				with tribes in the Northeast section of Arizona and the Southern Parts of Arizona where some housing for seniors is included in their plans for development. The Department of Housing also helped with the funding of moving ten trailers to various areas in which the tribes are located. This trailers will be converted to owner occupied housing. These tribes include Colorado River Indian Tribes, Hualapai Nation, Navajo Nation, White Mountain Apache and San Carlos Apache. The White Mountain Apache also are currently building Single units for living which also include some for Seniors.
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 Still Ongoing 10/18/2007 12/18/2008	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. Several tax Projects are awarded every year just for Seniors
e.	Modify standards for traffic control devices to increase visibility, such as increased visibility of signs and pavement markings.	ADOT	FHWA	On going	
f.	Make appropriate revisions to design related documents for highway improvement projects that address the diminished physical capabilities of the	ADOT	FHWA AASHTO Phoenix	On going	

	elderly, including provisions for additional disabled parking spaces and increased use of traffic calming techniques.				
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	July 2008 - The Fiduciary Division has instituted a timekeeping system to justify the assessment and collection of conservatorship and guardianship fiduciary fees earned by the Division.
h.	Determine whether statutory changes to 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.	ADC	The Health Education Program Administrator will supervise and monitor this strategy.	Ongoing	January 2008 - Bill 2298 was passed in 2007 addressing some aspects of this strategy. Further legislation appropriate for the aging population will be determined. No committee has been established to address this issue.
i.	Explore how disciplinary practices for inmates and offenders on community supervision may consider issues of aging and illness as mitigating factors.	ADC	The Health Education Program Administrator will supervise and monitor this strategy.	Ongoing	January 2008 - The Policy Unit is currently reviewing Department Order 803 and 1003 to determine what changes should be considered
j.	Update current system 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	ADC	The Health Education Program Administrator will supervise and monitor this strategy.	Ongoing	January 2008 - Department Orders 902 and 908 have been revised and updated. The remaining 12 Department Orders are under review by the Policy Unit.

	changes.				
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 longevity.	ADC	Board of Exec. Clemency & ADC Legal Services The Health Education Program Administrator will supervise and monitor this strategy	Ongoing	January 2008 - The Legislative Liaison has advised that the authority granted to the Director by statute may be considered adequate for revisions to the definition of temporary release and inclusion of permanent authority. This is of special importance when the release is based on specific medical need. As a result, no action has been recommended on this issue by the ADC Aging 2020 Committee.

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.

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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		Ongoing	
c.	Require ALTCS contractors to involve member-provider councils in the identification of methods to improve member accessibility to services.	AHCCCS		Ongoing	Task Completed – 2006 Efforts Ongoing
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	
e.	Develop additional incentives for health plans, program	AHCCCS		Start June 2005	Task Completed – 2006 Efforts Ongoing

	contractors and providers of care to meet quality standards and prevention goals (e.g., Pay for Performance strategies).				
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	July 2008 - In compliance with Governor's Executive Order, Licensing Division held 8 training sessions in 6/2008 for Assisted Living health care professionals re: reducing pressure ulcers and addressing restraints rules. Six of these trainings were held over three days in Phoenix and two trainings were held in one day in Tucson. Continuation of this training is contingent upon the 2009 budget and the labor freeze. Task Completed – 2007 Services Ongoing
h.	Implement legislation on medical techs in long-term care facilities.	ADHS	Lead-AZ Board of Nursing		Task Completed – 2008 December 2008 – Administrative Rules are currently 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	July 2008 - The Adult Day Health Care program was suspended in April 2007 and remains on hiatus.
j.	Partner with the Area Agencies on Aging to provide effective oversight of home and	DES		July 1,2006-December 31, 2007	October 2008 – DES - The Division of Aging and Adult Services (DAAS) program staff members are revising the monitoring

	community based services.				tools for fall 2008 monitoring schedule.
k.	Develop quality assurance standards to measure the quality within Adult Protective Services.	DES		7/5/2005	Task Completed – 2007 Efforts Ongoing October 2008 – DES - QA continues on a monthly basis where cases are randomly selected for review. APS Supervisors must review every case before closure.
l.	Review and revise policy and procedure manuals for internal use and the provider network as necessary.	DES			Revisions occur and are completed to policies and procedures as necessary.
m.	Ensure health and wellness policies balance the needs of the elderly with respect to wellness and independency.	DES			The Division of Aging and Adult Services Nutrition and Wellness Coordinator hosted two web based seminars on the Nutrition Manual in June 2008 for the Area Agencies on Aging and their providers.

Objective 7.2: Establish regulations and policies to promote quality of care in all settings.

Strategies		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Regulate and enforce assisted living training programs.	ADHS		Ongoing	
b.	Develop rules for feeding assistants program for long-term care facilities.	ADHS			July 2008 - As of June 2008, completion of this project is contingent upon 2009 budget funding for rules analyst and the State hiring freeze. December 2008 - Pending action and implementation is on hold.
c.	Change long-term care rules to reflect the increased acuity in long-term care facilities.	ADHS			July 2008 - As of June 2008, completion of this project is contingent upon 2009 budget funding for rules analyst and the State hiring

					freeze. December 2008 - Pending. Department of Licensing Services is currently updating rule packages. A committee was formed to look at the changing health care environment (increased acuity in facilities) and determine any needed action by the division.
d.	Increase regulation and oversight of assisted living facilities, emphasizing increased training requirements for behavioral health issues, quality of life, safety, nutrition, and physical activity.	ADHS		2005 and ongoing	July 2008 - New rules were in development. As of June 2008, continuation of this activity is contingent upon 2009 budget funding for rules analyst and State hiring freeze.
e.	Ensure the highest quality of care through customer feedback.	DES			The Quality Assurance Specialist conducts Provider and Customer Satisfaction Surveys on an annual basis.
f.	Develop/improve quality resource management tools that support process improvement	DES			No Activity
g.	Develop methodology of determining cost effectiveness of Home and Community Based Services, Arizona Performance Outcomes Measurement Project.	DES			No Activity
h.	Streamline policies, procedures, regulations, and statutes that reflect the changing nature of an aging population.				
i.	Pursue policy changes at the state and federal levels to allow more flexibility based upon local	DES			No Activity

	needs.				
Goal 8: Promote effective and responsive management for all aging services. 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.					
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.					
Strategies	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments	
a.	Create a competitive compensation plan for state employees.	ADOA	Classification and Compensation	Ongoing	<p>July 2008 - The State did not implement any pay increase in FY 2008 due to a budget shortfall.</p> <p>The 2008 Advisory Recommendation on State Employees Salaries is due to the Governor and Legislative leaders in September 2008.</p> <p>October 2008 - ADOA submitted the 2008 Advisory Recommendation on State Employee Salaries to the Governor and Legislative leaders in September 2008. The recommendation indicated that the average state employee salary is 9.5 % behind the market. The recommendation also indicates to continue the multi-year strategy proposed in 2005 for salaries to be within 95% of market. The recommendation also includes a salary increase (no specific amount was recommended due to the current unknown of the budget situation) and also continuation of the 2.75% performance pay.</p> <p>Task Completed – 2007 Efforts Ongoing</p>
b.	Use claims utilization review to	ADOA			July 2008 - Based partly on claims data,

	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.				several plan changes will be recommended for plan year 2008-2009 for the purpose of improving benefits, reducing costs, and promoting judicious use of plan services. October 2008 - Based partly on claims data, several plan changes were instituted for plan year 2008-2009 for the purpose of improving benefits, reducing costs, and promoting judicious use of plan services. These changes include: -require pre-authorizations for CAT/CT imagery, injections over \$350, various classes of medications (based on clinical appropriateness), new or replacement hearing aids -provide repair and cleaning on hearing aids, raise annual limit from \$2,000 (both ears) to \$1,500 (each ear).
c.	Increase availability of voluntary benefits such as long term care insurance for state employees.	ADOA			See 5.1c
d. (check numbering)	2008 Staffing Plan will strategically involve college partnerships, minority and women's organizations and increased focus and affiliations with local and national HR Organizations.	ADOA	Recruitment	Calendar Year 2008	

d. (check numbering)	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 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).	AHCCCS			
g.	Research and Leverage funding to strengthen and enhance aging services in the state.	DES			October 2008 – DES - The Division of Aging and Adult Services (DAAS) continues to remain abreast of funding opportunities as they arise.
h.	Continuously assess resource allocation between urban and rural Arizona as demographic trends develop.	ADOH		Still Ongoing 07/18/2007	Task Completed – 2007 Efforts Ongoing

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		Still Ongoing 07/18/2007 10/18/2007 12/18/2008	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		Still Ongoing 07/18/2007	Task Completed – 2007 Efforts Ongoing
k.	Homes for Arizonans Initiative provides low-cost mortgage financing and down payment and closing cost assistance.	ADOH		Still Ongoing 07/18/2007 10/18/2007	<p>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.</p> <p>The Arizona Housing Finance Authority has provided over \$100 million in homebuyer assistance to over 1,000 first time home buyers through the MRB, MCC, and Homes for Arizona Program. The department is adding another member to the team to help with the demand of home buyer education and credit counseling to expand the service to serve all rural areas of Arizona.</p> <p>December 2008- The Finance Authority is</p>

					still currently helping first time buyers to meet the dream of owning a home, but tighter lending requirements from its lenders have slowed things a bit and not as many may qualify for assistance.
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		Still Ongoing 07/18/2007	
m.	Community Development Block Grant funds are used in rural communities to construct senior centers.	ADOH			
n.	Researches refinancing opportunities for all seniors, including reverse mortgages, and disseminate information throughout the state.	ADOH		Ongoing	
o.	Provide a set aside for senior housing projects in Low Income Housing Tax Credit (LIHTC) program.	ADOH		Ongoing	
p.	Investigate the potential for earmarking a portion of the annual CDBG State Special Projects (SSP) funding to support senior housing and related service facilities in eligible areas of rural Arizona.	ADOH		Ongoing	
q.	Provide gap financing to developers of affordable senior rental housing using other public	ADOH		Ongoing	

	and private financing resources.				
r.	Seek opportunities to provide funding for the rehabilitation of existing senior housing projects.	ADOH		Ongoing	
s.	Make financing allowances for expanded recreational and service facilities in new senior housing developments.	ADOH		Ongoing	
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	
u.	Determine the feasibility of establishing a Handyman Program to assist seniors in maintaining their homes.	ADOH		Ongoing	
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	July 2008 - Plans to expand the Southern Arizona Veterans Memorial Cemetery are not being pursued at this time. Focus is placed on acquiring a grant opportunity for a second State cemetery in northern Arizona. A site-selection study was performed by the U.S. Army Corps of Engineers in May 2007 on property at Camp Navajo, west of Flagstaff. Santa Fe Railroad is unwilling to give easement rights at this time to access the property. Discussions are pending with the

					U.S. Department of Veterans Affairs (VA) to determine available options.
x.	Obtain a VA grant to build a second state veteran home in Tucson.	ADVS	US Department of Veterans Affairs	2007	July 2008 - VA funding is not available this year through the State Veteran Home Grants program for the home in Tucson. SB 1320 is moving through the Arizona State legislature to extend the \$10-million the State has appropriated for building a veterans' home in Tucson until 2010.
y.	Consider implementation of a lease-to-own concept for funding additional facilities.	ADVS		2007	July 2008 - Lease-to-own funding is not an option under the VA State Veteran Home Grants program or the State Veterans Cemetery Grants program. This strategy should be removed from the Aging 2020.
z.	Monitor funding to make payments for services received through conservator services are sufficient to cover expenses incurred in delivering required services.	ADVS		Ongoing	July 2008 - Additional funding was provided to the Fiduciary Division during the 2007 Legislative Session (\$722,700 - HB-2781 - Forty-eighth Legislature - First Regular Session). The Fiduciary Division and the ADVS Chief Financial Officer continue to monitor Fiduciary Division income and expenditures.
aa.	Maximize resources to improve service delivery.	DES		Ongoing	No Activity

Objective 8.2: Improve administrative processes to streamline activities and increase coordination.

Strategies	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments	
a.	Continue to implement Web-based strategies for collecting and providing licensing and vital records information.	ADHS			
b.	Use the Strategic Planning	DPS	DPS Executive	2/28/06 ~ Present	February 2008 - Agency executive staff

	<p>Process to adjust for challenges such as recruitment, retention, training and service delivery brought on by an aging population.</p>		Mgt.	Ongoing	<p>revised goals, objectives and strategic issues for 2010 plan identifying this as an agency challenge. COMPSTAT process used to promote accountability.</p> <p>June 2008 - Objectives, strategies and service measurements for 2010 strategic plan drafted and approved by executive staff.</p> <p>July 2008 - COMPSTAT strategies for FY09 implemented including performance measurements relating to Aging 2020 Plan.</p> <p>September 2008 - Objectives, strategies and service measurements for 2010 strategic plan finalized by the agency and submitted for inclusion in the <i>Masterlist of State Government Programs</i>.</p> <p>January 2009 - Agency staff conducted research on seniors in law enforcement. DPS program involving skills retention appeared in <i>Governing Magazine</i> prompting inquiries from planners in other states.</p> <p>February 2009 – Strategies for FY09 reviewed at agency COMPSTAT session in February including performance measures relating to the Aging 2020 plan.</p> <p>March 2009 - Agency began process for FY09-11 Strategic Plan with executive work-study session. Plan includes consideration of</p>
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					<p>strategic issues from Aging 2020.</p> <p>May 2009 – Strategies for FY09 reviewed at agency COMPSTAT session in May including performance measures relating to the Aging 2020 plan</p> <p>June 2009 - Agency in process of developing FY10 Strategic Plan with executive, management, supervisor and employee participation. Plan includes consideration of strategic issues from Aging 2020. Agency staff monitored list servers for informatuion on seniors in law enforcement. And responded to inquiries from planners in other states.</p>
c.	Conduct needs, resources, strengt survey to evaluate current process for relevancy and effectiveness.	DES			Refer to 1.1.d.
d. WAS 6.2 h	Integrate departmental services in order to effectively serve the family unit.	DES	ALL	Ongoing	No Activity

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

<u>Strategies</u>	<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>	
a.	Participate in the Interagency Council on Long Term Care, the Governor's Advisory Council on Aging, and other work groups to identify gaps in services and facilitate mutual improvement	DES	GACA	Ongoing	October 2008 – DES - The Division of Aging and Adult Services (DAAS) has representation on the Interagency Council on Long Term Care (IACLTC), the Governor's Advisory Council on Aging and other work groups in order to identify gaps in

	efforts.				services and facilitate mutual improvement efforts
b.	Through the Aging 2020 process, promote cross-agency collaboration and leveraging to promote streamlining and improve system management.	GACA Governor's Office			
c.	Partner with the Center for Medicare and Medicaid Services to integrate services for dual eligible seniors.	AHCCCS		2005 – Ongoing	
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			
e.	Promote training and professional development of staff and managers.				
f.	Develop cultural and ethnic leadership within Division of Aging and Adult Services.	DES			
g.	Establish comprehensive, standardized education and training at all levels.	DES			
h.	When possible employ staff trained in gerontological studies.	DES			No Activity
i.	Use advanced technology to enhance communication and improve management.				
j.	State funded interactive technology capability (video	DES			iLINC, a web based conferencing service, is operational within DES and is currently being

	conferencing).				used by the Division of Aging and Adult Services (DAAS) programs.
k.	Update Division of Aging and Adult Services websites - intranet and internet.	DES			Updates to the public internet website are done on an as needed basis.
l.	Enhance Division of Aging and Adult Services technological ability to allow the Division of Aging and Adult Services, Area Agencies on Aging and providers to better access client data and program reports.	DES			The current case management mainframe systems used by the Division of Aging and Adult Services (DAAS) AIMS replacement pending cost analysis by Division of Technology services.

Key: **Participating State Agencies and Boards**

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