

Governor's Advisory Council on Aging (GACA) Update By Goal

[Click here for key of State Agencies](#)

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
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, AHCCCS	Area Agencies of Aging (AAAs), GACA	7/1/2008-6/30/2010	See DES response.

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 2.3: Educate businesses, providers, and other private entities about the value and needs of senior Arizonans.

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Partner with the Governor's Advisory Council on Aging to offer educational workshops and/or information to share with tourism industry constituents.	AOT	GACA	Task Completed	July 2007 During May, 2007 AOT held three "Grand Impressions Workshops" customer service training programs. AOT collaborated with representatives from AZ Office for Americans with Disabilities, Governor's Office and DES/Division on Aging & Adult Services to provide presentations featuring the latest trends, research, and information when working for and with older adults and persons with disabilities to a wide variety of attendees at these sessions.

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	2011 Events	GACA collaborated with the Az Alzheimer's Consortium & the Alzheimer's Association Desert Southwest Chapter on a June community forum in Peoria, AZ and held seven Senior Action Day around the state offering seniors, advocates, legislators and local elected officials with opportunities to discuss current issues of concern to older Arizonans.
g.	Partner with Commerce, DES, Tourism, and others to promote the value of mature workers.	GACA	DES, Community Colleges	Ongoing	GACA's Mature Workforce Committee continues to promote the value of Mature Workers; 2011 Mature Worker Friendly Certified Employer (MWFCE) training conducted and plans for MWFCE re-certification (2008, 2009, & 2010 employers) in 2012.

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
q.	Promote awareness and provide education on the varying phases of aging to address the phases.	DES	GACA/ALL	7/2005 - Ongoing	See DES response.

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 3.2: 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, DHS		See DES response. Governor's Office on Aging continues to participate in the Steering Committee of the Arizona Fall Prevention Coalition.

b.	Promote independence through the availability and accessibility of non-medical home and community based services.	DES	GACA, AAAs		See DES response. GACA Senior Action Days 2011 included seniors' advocacy for continuation of community services.
f.	Facilitate coordination of immunization efforts among older adults.	ADHS	TAPI, GACA	Ongoing	GACA continues to explore ways to support ADHS, Maricopa County, U of A School of Pharmacy, Pharmacists' Association efforts to promote immunizations of all ages that benefits older adults.

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	
b.	Promote medical review programs that promote early intervention for those with compromised driving ability; find a method of ensuring that senior drivers have the physiological skills to continue operating a vehicle safely.	ADOT	GACA	Ongoing	Through Legislative & Policy Coordinating Committee, older driver safety report created; ad hoc committee established to gather stakeholders' input then consider potential policy and/or legislative recommendations in 2012.

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	
d.	Work with private foundations, Area Agencies on Aging and community colleges to develop culturally appropriate training programs for family caregivers.	GACA	Alz Assn, AAAs	On Hold	Placed on hold due to lack of resources & staffing.

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 gerontological specialists and fill gaps in medical service availability.	AHCCCS	GACA	On Hold	Placed on hold due to lack of resources & staffing.
i.	Develop training materials for regional system staff on services and programs.	DES	GACA, U of A		See DES response.
j.	Provide creative incentives to those providing direct care to the elderly.	DES	GACA, U of A		See DES response.
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	DHS, AHCCCS, Citizens' Workgroup on LTC Workforce, Interagency Council on LTC	April 2004 - Ongoing	See DES response. 5.2.1.

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	Task Completed	
b.	Increase employment opportunities with a living wage and training opportunities for older Arizonans.	DES	GACA, AAAs, Mohave County One-Stop	10/1/2005 - Ongoing	See DES response.

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
x.	Coordinate with the Department of Administration, as appropriate, and assist in developing retirement transition opportunities for aging state workers.	GACA	ADOA, ARS, DES	Ongoing	State of Arizona certified as Mature Worker Friendly Employer in 2010; state agency HR manager training in 2011.

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 6.3: 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
i.	Ensure continued collaboration between State agencies and community partners by identifying and implementing programs and services that address evolving issues affecting older adults.	GACA	All state agencies, community partners	Ongoing	Aging 2020 continues to be coordinated through the Governor's Office on Aging.

Objective 6.4: Establish policies, procedures, regulations, and statutes that reflect the changing nature of an aging population.

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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	Council maintains Legislative and Policy Coordinating Committee to coordinate advocacy agendas for aging issues; (participated in the Interagency Council on Long Term Care prior to sunset in 2011.)

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Participate in the Interagency Council on Long Term Care, the Governor's Advisory Council on Aging, the Citizen's Work Group on the Long Term Care Workforce, and other work groups to identify gaps in services and facilitate mutual improvement efforts.	DES	GACA	Suspend due to sunset of IACLTC in July 2011	See DES response.
b.	Through the Aging 2020 process, promote cross-agency collaboration and leveraging to promote streamlining and improve system management.	GACA	15 state agencies	September 2005 - Ongoing	Continued coordination of meetings in 2011.

Arizona Department of Administration (ADOA) Update By Goal

[Click here for key of State Agencies](#)

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 2.4: 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
e.	Market existing work-life benefits.	ADOA	Work life	Eliminated	
f.	Promote health and wellness initiatives for state employees.	ADOA	Benefits	Ongoing	The Wellness program was restructured in 2011 to include focus on a different health issue each quarter that is prominent within our population, as well as general wellness functions throughout the year such as flu shots and general health screenings. The focus topic/target for each quarter is also shared with the medical vendors in a coordinated effort to communicate and promote classes, events, and awareness about the health issue. Heart health was the focus for the third quarter, with diabetes the focus for the fourth quarter of 2011. In addition, the Wellness program began to offer prostate screenings in 2011 to promote men's health.
r.	Ensure the State Fulfills its Mature Worker Friendly Employer Pledge	ADOA	Work life	Ongoing	State HR Managers and Staff received Arizona Mature Worker Friendly Employer training on January 27, 2011. Posters and bumper stickers have also been distributed to State agencies to advertise we are mature worker friendly employers. ADOA is also an active participant on both the Mature Workforce Committee and the Governor's Aging 2020 Committee.
s.	Perform workforce analysis and provide proactive recruitment based on analysis.	ADOA	Work life	Ongoing	Published the 2011 Work force report in September 2011.

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
c. Offer family care support for state employees.	ADOA	Benefits	Eliminated	

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
e. Fine tune plans to staff the state Veteran Home to be opened in Tucson. (<i>ADOA is a key partner</i>)	ADVS	ADOA, Nursing Roundtable, AZ Military Bases	Task Completed	ADOA has completed the task as a key partner on this Strategy. We established requested positions and provided approval for the agency to fill these positions at the new home, during the State Hiring Freeze.

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
k. Perform workforce analysis and proactive recruitment.	ADOA	HR/Employment	Ongoing	The Arizona Department of Administration recruitment activities/analysis remains strong. We will continue to strengthen our relationship with diversity organizations, colleges and university to promote hiring and career advancement.
l. Enhance our recruiting efforts for military veterans, retirees and the mature workforce (Previously titled: "Explore recruiting military veterans and retirees")	ADOA	HRD	On Hold	
m. Explore recruiting military veterans and retirees.	ADOA	HRD	On Hold	
n. Develop and provide succession management tools to assist agencies in developing their own staff through training and mentoring programs.	ADOA	HR	On Hold	
o. Assess employees' training needs.	ADOA	AzGU	Task Completed	
p. Develop training programs for emerging skills.	ADOA	AzGU	Eliminated	
q. Provide variety of training in various formats to meet demands of employees.	ADOA	AzGU	Eliminated	
r. Automate recruitment system.	ADOA	Yahoo Hiring Gateway	Task Completed	

s.	Establish internship programs for high school and college students.	ADOA	Recruitment	Ongoing	Arizona "Interns-In-Action" remains strong with an emphasis on social networking. We have placed over 80 student interns into various State Agencies. We utilize "Facebook" to introduce new students and provide information to job seekers. Social Media has been a valuable tool to promote college/university job and intern events.
t.	Provide part-time work for state employees easing into retirement.	ADOA	Work Life	Eliminated	
u.	Develop plans for job sharing and continue offering flexible work schedules.	ADOA	Work Life	Eliminated	

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	HRD Classification and Compensation	On Hold	
b.	Use claims utilization review to identify health issue and trends; identify employees' needs and focus programs on those needs; assist in controlling and reducing overall medical costs while improving the health of state employees.	ADOA	Benefits	Ongoing	Health issues as identified by claims utilization reports were key in restructuring the Wellness Program for 2011 and future years. Please see response to objective 2.4.F.6. Review of claims data has also led to the implementation and refinement of pre-authorization and step therapy programs which are crucial to provide a cost effective health program to our members and the State of Arizona.
c.	Increase availability of voluntary benefits such as long term care insurance for state employees.	ADOA	Benefits	Eliminated	

Attorney General (AG) Update By Goal

[Click here for key of State Agencies](#)

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.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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			

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>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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	Jul-05	Did more than 400 presentations in 2011, speaking to senior groups, church groups, hospital employees, corporation employees, Rotary Clubs, Lions Clubs etc. Created a Taskforce against Senior Abuse, TASA, which is staffed by attorneys in our Medicaid Fraud Unit, our Criminal Unit, and our consumer Fraud unit. It is also staffed by our Community Outreach team which continues to spread the word and educate across the state. One of the main accomplishments was to build a cohesive statewide taskforce that will work to promote education on elder abuse issues and to prosecute cases. The Taskforce also has an advisory group, which is comprised of people and groups involved in senior issues across our entire state. Have members for DES, DHS, other governmental agencies, and representatives from the senior services community.

h.	Publicize scams and frauds to increase senior awareness.	AG			Did numerous press releases on the "latest" scams and the Attorney General himself made numerous appearances on TV, radio and print media to promote education and awareness of scams directed to seniors. Also tried to get press for each case AG prosecuted.
i.	Expand upon the use and development of culturally relevant and appropriate materials and outreach information for a diverse aging population.	AG			Office printed thousands of written materials for free distribution to seniors. Have AG's "Top Consumer Scams" brochure, "The ID Theft Repair Kit", AG's "Protecting Arizona smart Seniors" brochure, AG's "Abuse, Neglect, and Exploitation of the Elderly" brochure and many other resource materials. Also presented on Life Care Planning and handed out thousands of Life Care Planning kits.
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			Worked through AG's presentations and presence in the public and community, to 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 campaigns, satellite offices, and partnerships with community groups, volunteers, and federal, state and local agencies.

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

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
-------------------	--	-------------	-------------	-----------------	--------------------------

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			Office created a Taskforce against Senior Abuse, TASA, which is staffed by attorneys in AG's Medicaid Fraud Unit, our Criminal Unit, and AG's consumer Fraud unit. It is also staffed by AG's Community Outreach team which continues to spread the word and educate across the state. One of the main accomplishments was to build a cohesive statewide taskforce that will work to promote education on elder abuse issues and to prosecute cases. The Taskforce also has an advisory group, which is comprised of people and groups involved in senior issues across our entire state. Have members for DES, DHS, other governmental agencies, and representatives from the senior services community.
f.	Combat fraud and discrimination against the diverse aging population by investigating complaints, filing lawsuits, resolving claims and/or mediating using Attorney General staff and volunteers.	AG			Office handled over 40,000 inquiries and complaints, many of them involving fraudulent activity directed to seniors. We filed suits and prosecuted cases.
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			Have focused and strengthened efforts to prosecute crimes against seniors. Have increased coordination efforts with other governmental agencies to make all of efforts more efficient and fruitful.
h.	Advocate for victims' rights and publicize outcomes of civil and criminal cases.	AG			AG's Victims Rights Division made major strides to publicize victims' stories and to spread the word of what victims go through. Have worked hard in communications to make public cases AG has prosecuted and how AG may educate the public and protect seniors from becoming victims.
i.	Monitor and provide legal input with respect to legislation and government agency policies and procedures involving civil rights and consumer fraud issues that may affect the aging population.	AG			

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.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
i.	Continue to develop, expand and publicize services offered to the general public through statewide satellite offices including use of trained volunteers.	AG			Have continued to develop, expand and publicize services offered to the general public through statewide satellite offices including use of trained volunteers. AG's training has been revamped and is recruiting new volunteers every month.

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.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
o.	Help prevent fraudulent schemes and financial crimes committed against the elderly through public education, training and enforcement.	DPS, AG	A/Gs Office, DPS CORE Unit, DPS Criminal Investigations Division.	Sep-05	Building a successful model for community outreach and public education through AG's Taskforce against Senior Abuse, TASA, and have successfully prosecuted cases from leads directly to AG's taskforce.

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

Arizona Health Care Cost Containment System (AHCCCS) Update By Goal

[Click here for key of State Agencies](#)

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		Task Completed	
b. Review and revise the AHCCCS Web site to ensure its suitability for an aging population.	AHCCCS		Ongoing	AHCCCS continues to make improvements to its website in order to ensure optimal access for AHCCCS/ALTCS members.

Objective 1.2: Facilitate an interagency approach towards a comprehensive transit system that allows older adults to remain as independent as possible.

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Collaborate with other agencies to coordinate transportation resources to effectively meet the needs of older adults. (AHCCCS is a Key Partner)	ADOT - ALL other agencies	DES, AHCCCS, ADHS, Pinal/Gila Council on Aging, Community Agencies in Pinal County, MAG	Ongoing	No specific report for 2011.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Offer affordable premium-based insurance (i.e. Health Care Group) to small businesses.	AHCCCS		Ongoing	AHCCCS continues to promote Healthcare Group as an option for small businesses.
b. Evaluate emerging technological opportunities such as telemedicine.	AHCCCS		Ongoing	No specific report for 2011.
c. Improve accessibility to care by enhancing medically necessary transportation services.	AHCCCS		Ongoing	AHCCCS has incorporated specific language in its contract mandating that all transportation, prior authorization and member services representatives be trained in the geography of any/all GSA(s) in which the Contractor/Health Plan holds a contract and have access to mapping search engines (e.g. MapQuest, Yahoo Maps, Google Maps, etc) for the purposes of authorizing services in; recommending providers in; and transporting members to the most geographically appropriate location.

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
------------	-------------	-------------	-----------------	--------------------------

d.	Evaluate the efficiency, effectiveness, and cost-benefit of technological advancements that allow individuals to remain safely in their homes.	AHCCCS		Ongoing	No specific report for 2011.
----	--	--------	--	---------	------------------------------

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
i.	Cooperate with ADHS to enhance prevention and wellness program outreach efforts.	AHCCCS		Ongoing	AHCCCS partnered with ADHS to train case managers on the new Medicare Part D program, effective January 2006.
j.	Expand disease management programs designed for chronic conditions to include those at all stages of the disease process.	AHCCCS		Ongoing	During CYE 2011, AHCCCS measured three components of the HEDIS-like measure of Comprehensive Diabetes Care among ALTCS Contractors/Health Plans that serve the elderly and physically disabled (E/PD) population. Based on the measurement period of CYE 2010, AHCCCS overall rates HbA1c and Lipid screenings demonstrated a statistically significant decrease while the rate for Eye Exams demonstrated a statistically significant increase and exceed the most recent HEDIS national means for Medicaid managed care plans. The AHCCCS overall rate for eye exams also exceeds the national average for commercial health plans for the fifth consecutive year. Results were affected by low performance of some AHCCCS ALTCS Contractors that were not successful in the RFP to provide services beginning in CYE 2012 (new ALTCS contracts were awarded in 05/2011 for an effective date of 10/01/12). However, it should be noted that, among the four continuing Contractors (were awarded contracts in 05/2011), the overall HbA1c performance rate was 87.1 percent. This rate is an increase from the previous year and is above both the AHCCCS Minimum Performance Standard (MPS) and HEDIS national Medicaid Mean. The Lipid Screening overall rate for the continuing Contractors was 80.7 percent. This rate is an increase from the previous year and is above both the AHCCCS MPS and HEDIS national Medicaid Mean.

Goal 5: Strengthen Arizona's economy by capitalizing on an integrated and well-trained informal, paraprofessional, and professional workforce.

With the first wave of Boomers attaining retirement age in 2006, both public and private sectors need to develop work environments and coordinate opportunities that maintain a strong, diverse paraprofessional and professional workforce with strategies that include support for workers and their family members with caregiving obligations.

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Identify additional opportunities to expand home and community based services (e.g. consumer-directed care, transitional living assistance).	AHCCCS, DES	AAAs	Ongoing	AHCCCS is currently pursuing an initiative under the Affordable Care Act known as Community First Choice. This option will allow AHCCCS to expand the array of consumer-directed services offered to members served in their homes through a model called Agency with Choice. This model will allow ALTCS members to self-direct their attendant care services while being afforded the security of continuing to work with an attendant care agency. The new model is scheduled for implementation on 10/01/12.
b.	Facilitate and support caregiver education and ongoing access to useful caregiver resources.	AHCCCS, DES	Area Agencies on Aging	Ongoing	AHCCCS will officially implement a policy, mandating the training of Direct Care Workers (DCWs), on 10/01/12. As of that date, any DCWs serving ALTCS members in their home will be required to have demonstrated proficiency against a standard set of competencies, aimed at ensuring that DCWs have the knowledge and skills needed to provide quality care to members. This policy is the result of a multi-year effort, involving the participation of agency and community stakeholders as well as ALTCS members.

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 gerontological specialists and fill gaps in medical service availability.	AHCCCS		Ongoing	AHCCCS has incorporated specific language in its contract, requiring that AHCCCS Contractors/Health Plans support medical residency and dental student training programs in the state of Arizona. The contract encourages plans to contract with or otherwise support the many Graduate Medical Education (GME) Residency Training Programs currently operating in the state and to investigate opportunities for resident participation in Contractor medical management and committee activities.
b.	Expand the use of physician extenders in underserved areas, such as nurse practitioners and physician assistants.	AHCCCS		Ongoing	AHCCCS regulations provide for the appropriate use of physician extenders.

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		Ongoing	The current economic climate requires that AHCCCS focus on the preservation of existing services.
b.	Support the infrastructure of Federally Qualified Health Centers and other existing providers in underserved areas.	AHCCCS		Ongoing	The AHCCCS contract encourages its Contractors/Health Plans to use FQHCs/RHCs in Arizona to provide covered services. Contractors/Health Plans are also required to submit member month information for Title XIX members for each FQHC/RHC on a quarterly basis to the AHCCCS Division of Health Care Management.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments	
a.	Explore how assisted living facilities can be used to provide services to nursing facility residents with special health care needs (behavioral, medically involved).	AHCCCS		Ongoing	AHCCCS requires its ALTCS Contractors/Health Plans to develop networks that meet the needs of their membership. This includes the development of special programs in assisted living facilities.

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	
b.	Support "Universal Building" efforts extended by the Department of ADOH."	AHCCCS, ADOH			No specific report for 2011.

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	
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	ALTCS Contractors/Health Plans are required, by contract, to develop and maintain a Network Development and Management Plan that ensures the adequacy and sufficiency of the Plan's provider network. The Plan is evaluated and updated annually. Additionally, ALTCS Contractors/Health Plans are required to submit semi-annual network summaries, demonstrating network capacity in each service area.

c.	Require ALTCS contractors to involve member-provider councils in the identification of methods to improve member accessibility to services.	AHCCCS		Ongoing	The AHCCCS contract requires that ALTCS Contractors/Health Plans establish a Member Council that will participate in providing input on policy and programs. The council must be chaired by the Contractor's Administrator/CEO or designee and must meet at least quarterly. Every effort must be made to include a cross representation of both members/families/significant others, member advocacy groups and providers that reflect the population and community served. Members/families/significant others and member advocacy groups must make up at least 50% of the membership (new requirement for CYE 12).
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	The AHCCCS contract mandates that ALTCS Contractors/Health Plans develop a Cultural Competency Plan. The plans are reviewed annually by AHCCCS to ensure compliance.
e.	Develop additional incentives for health plans, program contractors and providers of care to meet quality standards and prevention goals (e.g., Pay for Performance strategies).	AHCCCS		Task Completed	Language pertaining to Pay for Performance and other physician incentive programs has been incorporated into the AHCCCS contract with the ALTCS Contractors/Health Plans.

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.

<u>STRATEGIES</u>	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
d. Take advantage of federal waiver opportunities to offer flexible long term care and establish principles, programs and payments strategies that encourage and support the delivery of cost-effective, quality services in the least restrictive settings.	AHCCCS (ALTCS)		Ongoing	AHCCCS makes every effort, through its 1115 waiver and through its contracts, policies and procedures to ensure that services are offered in the most appropriate, least restrictive, most cost effective manner possible. The AHCCCS/ALTCS contracts and Chapters 1200 and 1600 of the AHCCCS Medical Policy Manual clearly outline the commitment to these principles.

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

<u>STRATEGIES</u>	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c. Partner with the Center for Medicare and Medicaid Services to integrate services for dual eligible seniors.	AHCCCS		Ongoing	All ALTCS Contractors/Health Plans are SNPs. AHCCCS is considering participation in a demonstration project that would fully integrate services for dual eligible seniors, while aligning pertinent Medicaid and Medicare policies and creating a more streamlined reimbursement mechanism.

Department of Economic Security (DES) Update By Goal

[Click here for key of State Agencies](#)

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.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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, AHCCCS	Area Agencies of Aging, Independent Living Centers, Division of Development Disabilities, Governor's Council on Aging, Alz Association	7/1/2008 – 6/30/2014	Established regional AZ Links Partnership in southern Arizona. Az Links now serves all of Arizona's 15 counties, except for the tribal areas.
e.	Utilize existing resources such as State Health Insurance Program and Benefits CheckUp to expand life choices and information on benefits program.	DES	Area Agency on Aging	Task completed	

Objective 1.2: Facilitate an interagency approach towards a comprehensive transit system that allows older adults to remain as independent as possible.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
-------------------	--	-------------	-------------	-----------------	--------------------------

a.	Partner with ADOT to increase transportation options for older people at the local level. (DES is a Key Partner)	ADOT	DES, AHCCCS, ADHS, Pinal/Gila Council on Aging, Community Agencies in Pinal County, Maricopa Association of Governments	Ongoing	Even though resources are limited work is continuing.
----	---	-------------	---	---------	---

Objective 1.4: Increase access to health care and other social services for seniors of all socio-economic levels.

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
d.	Pursue changes to Arizona Health Care Cost Containment System (AHCCCS) eligibility to benefit low-income individuals in the workforce.	DES, AHCCCS	Senior Community Services Employment Program	Ongoing	No activity at this time.
e.	Support statewide Respite Coalition incorporating aging and disability community.	DES		Ongoing	The three main activities of the Lifespan Respite grant all progressed in 2011: 1) the caregiver assessment module was completed and implemented; 2) a public awareness campaign based on "Give Caregivers a Hand" was started in November of 2011 and runs through the end of December; and 3) Region One provides respite to "lifespan" target populations such as caregivers of children with special needs, and those identified as being at-risk by Adult Protective Services.
f.	Outreach of services for homebound special needs population.	DES		Ongoing	No activity at this time.
g.	Expand service areas to include non-profit, faith-based agencies that serve children/youth that have been abused.	DES		Ongoing	ArizonaSERVES continues to encourage and engage faith-based and community organizations to work together with shared resources to creatively and effectively ensure children in out-of-home care stay connected to family members by providing locations and volunteers for high-quality supervised child visits throughout the family reunification process.

h.	Facilitate entry into support systems and services.	DES		Ongoing	Regional AZ Links partnerships now provide statewide coverage (except in tribal areas). The online screening tool and the regional telephone assistance hotlines provide information and referrals. Community Information and Referral, a non-profit organization, has re-activated the 211 telephone service for assistance with questions about health and human services.
k.	Assess the needs and Adult Protective Services in domestic violence and sexual assault services to aging population in Arizona.	DES	State Agency Representatives on State Agency Coordination Team	Ongoing	The State Agency Coordination Team members continue to evaluate their funding supports to assess the impact the services made on reaching late life victims of domestic violence.

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

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Develop culturally appropriate awareness campaigns to educate communities on elder abuse and other aging-related issues.	DES	Spanish news media	9/1/11 - Ongoing	An awareness campaign based on "Give Caregivers a Hand", kicked off in November 2011, was specifically targeted to include Hispanic audiences, including several radio shows on Hispanic media and the setup of a Toll-Free line for Spanish speaking responses to the campaign. A media campaign for Senior Medicare Patrol Project was kicked off in September 2011, was specifically targeted to recruit Spanish speaking volunteers. Included several radio shows, news broadcasts and newspapers statewide. A media campaign for Medicare Improvements for Patients and Providers Act was launched in November 2011, targeted to include Medicare beneficiaries.

b.	Increase the cultural and linguistic competency of aging services provided statewide.	DES	Area Agencies on Aging's, Alzheimer's Association-Desert SW Chapter, U of A Center on Aging, ASU, Direct Care Workforce Committee	7/1/2005- Ongoing	The Principles of Caregiving training manuals for direct care workers were translated into Spanish and are available to the public at www.azdirectcare.org . The "Many Faces of Respite" National Conference was held in Glendale in November and focused on diversity issues related to respite and caregiver support. The translation of CarePRO, a program that assists family caregivers, into Spanish is still underway and should be complete in spring of 2012.
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	Adult Protective Services/Direct Care Workforce	Ongoing	The DES Division of Aging and Adult Services, Adult Protective Services staff provided training aimed at law enforcement personnel as part of their continuing education requirements. They also conducted one session on elder abuse for Maricopa County Superior Court, the training was for court personnel that work and interact with older adults. The Direct Care Workforce staff worked on standardized training materials for direct care workers are now used by over 100 agencies providing in-home services, and AHCCCS has based its new training requirement on this material. In addition to Pima Community College (Tucson) and Gateway Community College (Phoenix), Coconino Community College (Flagstaff) is now offering classes for caregivers, using the Principles of Caregiving materials. The Family Caregiver Support Program funded the purchase of a bus (through Area Agencies on Aging-Region One) to be transformed into a mobile caregiver training unit operated by the Foundation of Senior Living.
i.	Coordinate to assist repatriates to settle back in the United States (International Social Services/Child Protective Services/Refugee Resettlement).	DES	Refugee Resettlement Program	12/31/2008 – Ongoing	In 2011, the Division of Aging and Adult Services/Refugee Resettlement Program has assisted with the repatriation of seven returning US Citizens. Of those, two have repatriated with critical health issues.
m.	Promote education on retirement planning.	DES	ADRC/SHIP	Ongoing	SHIP along with the AZ Beneficiary Coalition provided educational events in Tucson and Phoenix. Two AZ Links partners initiated the Options Counseling service (pilot program).

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	The CarePRO project is ongoing, and a new innovative adaptation of a similar intervention named EPIC (Early-stage Partners In Care) was rolled out in September of 2011. Both projects are psycho-educational interventions for caregivers that are evidence-based.
----	---	-----	--	------------------	---

Objective 2.3: Educate and prepare the public and private sectors about the value and needs of older Arizonans.

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
j.	Partner with human resources departments of organizations providing tools.	DES		2010-2014 Ongoing	No activity to date.
k.	Increase outreach – specific to Medicare preventative services and Medicare Part D.	DES	Governor's Council on Aging/ALL	7/2005- Ongoing	The Division of Aging and Adult Services received additional funding to coordinate statewide educational and outreach events.

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
q.	Promote awareness and provide education on the varying phases of aging to address the phases.	DES	Governor's Council on Aging/ALL	7/2005 - Ongoing	GateWay Community College has implemented the Human Services Paraprofessional Training Program and since inception has graduated 5 classes. In 2011, GateWay CC, Pima CC and Coconino CC are continuing to offer Caregiving Training, and the AHCCCS has established new training requirements for Direct Care Workforces.

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 3.2: 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/AZDHS	Area Agencies on Aging, Arizona Living Well Institute	Ongoing	The Division of Aging and Adult Services is currently working closely with the Arizona Living Well Institute to embed the Healthy Living/ Chronic Disease Self- Management Program statewide in collaboration with the Area Agencies on Aging; develop relationships with Veteran's Affairs and Regional Behavioral Health Authority to implement Healthy Living.

b.	Promote independence through the availability and accessibility of non-medical home and community based services.	DES	Governor's Council on Aging, Area Agencies on Aging	9/30/05 - ongoing	Several Area Agencies on Aging participated in Care Transitions - an effort to assist individuals released from the hospital with self-care and avoid re-hospitalization. Implemented Healthy Living workshops such as Matter of Balance throughout the state.
c.	Expand efforts to educate individuals about life care planning options and end-of-life options.	ADHS, DES	Caring Choices Coalition, Life, AZ Links Consortium	2009 - ongoing	AZ Links Partners developed draft standards for Options Counseling, a service designed to provide information and decision support for individuals exploring life and long-term support options.
k.	Create partnerships with community resources to deliver the most appropriate age specific wellness programs designed to assure active life styles and independency.	DES/AZDHS	Area Agencies on Aging, Arizona Living Well Institute	Ongoing	See 3.2.a
l.	Utilize research and monitor trends that facilitate outcomes to enhance program development.	DES		Ongoing	Annual program evaluation continued in 2011.

Objective 3.3: Support aging services and programs that promote independence and self determination of choices for older adults

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Conduct an inventory of wellness programs and resources within local communities in partnership with Area Agencies on Aging's to identify local entities that conduct health and wellness programs.	DES	Area Agencies on Aging	Task Completed	
b.	Decrease isolation of elders, with particular emphasis on rural and ethnic elders.	DES	DES & Area Agencies on Aging	Task Completed	
c.	Promote visitation programs to the homebound.	DES	DES	Ongoing	No activity at this time.
e.	Increase access of the family caregiver support services.	DES	Area Agencies on Aging & Arizona Caregiver Coalition	Ongoing	As part of the Lifespan Respite grant project, work continued in 2011 to develop a toll-free statewide Caregiver Resource Line. It is anticipated that this new method of accessing information of available services will be available in early 2012.
f.	Increase the number of eligible older adults receiving food stamps.	DES		Ongoing	The Division of Aging and Adult Services continues as a partner with the Arizona Nutrition Network to promote nutrition for older adults through the USDA's Supplemental Nutrition Assistance Program.

g.	Integrate the principles of self determination, into models of care for case managers to promote putting decisions in the hands of the consumers and families.	DES	Area Agencies on Aging	Ongoing	Area Agency on Aging, Region One offered the Friends and Neighbors option for recipients of respite care, allowing individuals to select and direct their respite providers. The Division of Aging and Adult Services and Area Agencies on Aging are discussing options for putting into place additional self-directed services. Area Agencies on Aging use the Arizona Case Management Handbook (revised April 2010) for training of case managers, including materials on self-determination and strength-based assessment.
----	--	------------	------------------------	---------	--

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 new and existing strategies to improve community safety for older adults.

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c.	Expand service integration efforts to include the safety and well being of older Arizonans.	DES	Area Agencies on Aging	3/2005 - Ongoing	The Division of Aging and Adult Services continues to monitor emergency preparedness plans to address the needs of "at risk" adults.
d.	Initiate an education campaign to prevent elder abuse and heighten awareness to recognize the signs of elder abuse.	DES		7/2005 - On hold	On hold due to limited resources.
e.	Build a continuum of accessible services to meet victim's service needs.	DES		7/5/2005 - Ongoing	During the time period of October 1, 2010 and November 30, 2011 Adult Protective Services and Area Agency on Aging, Region One served 357 at risk vulnerable adults, which resulted in a recidivism rate of less than 2.3%.
f.	Work with local, county and private partners to identify existing problems and resources.	DES		7/5/2005 - On hold	On hold due to limited resources.
g.	Coordinate fraud information with Adult Protective Services and AHCCCS (Fraud Unit data), in addition to agencies already involved in fraud prevention.	DES		7/5/2005 - Ongoing	Provided annual Scam Jam and Shred-a-Thon event in Maricopa County.
h.	Work to promote the expansion of the "Gatekeeper" Program statewide.	DES		12-31-08 - On hold	On hold due to limited resources.
i.	Work with cities, counties, and state agencies to promote safety issues impacting elders, i.e., streetlights, construction sites, safety codes.	DES		On hold	On hold due to limited resources.

	j. Partner with each Regional Long Term Care Ombudsman to develop visitation schedule of assisted living facilities within their regions.	DES		Task Completed	
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 - Ongoing	The Division of Aging and Adult Services/Adult Protective Services, Area Agency on Aging, Region One, and the Attorney General Office's Task Force Against Elder Abuse are co-sponsoring the 2012 National Adult Protective Services Association Conference. The logistics and committee work will start December 1, 2012. The conference brings prominent trainers and speakers in the field of abuse, neglect and exploitation which will provide top level training for the Adult Protective Services' workforce.
b.	Provide Adult Protective Service investigators with continuous professional training to improve quality and response to reports of incapacitated and vulnerable adults who are victims of abuse, neglect, and exploitation.	DES	DES/CPS & DES/Risk Management	7/5/2005 - Ongoing	Conducted two statewide trainings during 2011, one addressed Adult Protective Services' mandates and the other clarified the legal interpretation of a "Vulnerable" adult.
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 - Ongoing	Adult Protective Services continues to work with law enforcement in the investigation of high profile exploitation and abuse cases.
j.	Expand and enhance Adult Protective Services and victim services.	DES		On hold	On hold due to limited resources.
k.	Promote respite to mitigate abuse by caregiver.	DES	DES/CPS & DES/Risk Management	Ongoing	The Lifespan Respite project continues through October 2012 and funds respite for caregivers identified by Adult Protective Services as being "at risk" where respite might help.

I.	Establish participation with Attorney General statewide Task Force (Elder Abuse).	DES	Law Enforcement, AZ Elder Abuse Coalition & AG's office, Adult Protective Services is part of the new AGO Task Force Against Senior Abuse, which members from the private and government sector.	12/31/2008 - ongoing	Adult Protective Services is part of a new Task Force Against Senior Abuse (TASA). The Task Force Mission is: Advise Attorney General Horne and members of TASA in matters concerning the senior citizens of Arizona, including assisting the Attorney General in both identifying statewide senior abuse issues and establishing goals for TASA to combat the identified issues; and encourage the development of a united voice through the formation of partnerships and alliances in communities around the state to identify the needs and concerns of our senior citizens, and to enhance their safety.
----	---	------------	--	----------------------	---

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		7/20/08- Ongoing	Adult Protective Services continues to offer the Medallion program as needed and accepted.
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	ADHS/AHCCCS	Task completed	

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	Area Agencies on Aging	July 1, 2006- ongoing	No activity at this time.
b.	Facilitate and support caregiver education and ongoing access to useful caregiver resources.	AHCCCS, DES	Area Agencies on Aging	Ongoing	Refer to 3.3e

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.	7/2004-ongoing	No activity at this time.
----	--	----------	---------------------------------------	----------------	---------------------------

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
c.	Work with local long term care, in-home service providers, and other existing groups to provide training and assistance to caregivers.	AHCCCS, DES	Direct Care Workforce Committee, Area Agencies on Aging.	Ongoing	Selected Area Agencies on Aging have offered caregiver training to family caregivers and to volunteers. The Direct Care Workforce Initiative continued to promote the Standardized Competencies and Principles of Caregiving Training materials and AHCCCS based its new training requirement on these materials. Over 100 provider agencies and three community colleges now offer training for caregivers. See also Strategy 2.1k.
i.	Develop training materials for regional system staff on services and programs.	DES	Governor's Council on Aging, U of A, Area Agencies on Aging	Ongoing	The Division of Aging and Adult Services is in the process of developing web/computer based training for SCSEP contracted provider staff pertaining to administration of program.
j.	Provide creative incentives to those providing direct care to the elderly.	DES		Ongoing	No activity at this time.
l.	Implement applicable recommendations from Citizens Workgroup for Direct Care Workforce (DCW).	DES	AHCCCS	2005-Ongoing	The standardized training curriculum and competencies for direct care workers were revised and published on www.azdirectcare.org.
m.	Advocate for professional development of direct care professionals.	DES	AHCCCS		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
b.	Increase employment opportunities with a living wage and training opportunities for older Arizonans.	DES	Governor's Council on Aging, Area Agencies on Aging, Mohave County One-Stop	10/1/2005 - Ongoing	The Division of Aging and Adult Services continues to participate in activities with Governor's Advisory Council on Aging/Mature Workforce Committee to promote the value of mature workers. Currently working on strengthening the linkage between the GACA Mature Workforce Committee and the Workforce Investment Act One-Stop (workforce) system.

	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		Ongoing	Governor's Council on Aging/Mature Workforce Committee has taken the lead in conducting surveys with Workforce Investment Act One-Stop staff to determine how best to disseminate information on mature workers.
	m. Improve and enhance the Senior Community Service Employment Program	DES		Ongoing	Focus has been on providing technical assistance to sub grantees. The development of a four-module, web-based computer based training course will provide all sub grantees access to training on key elements of the program based on sub grantee need.
	n. Coordinate with the Mature Workforce Committee to implement the Mature Workforce Resource web portal.	DES		Task completed	
	o. Provide leadership to statewide workforce development efforts for older adults.	DES		10/1/2005 - Ongoing	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 retirement for employers.	DES		Ongoing	No activity at this time.
b.	Promote the increase in retention rate of older employees.	DES		Ongoing	This topic is included in the activities being led by the Governor's Council on Aging/Mature Workforce Committee and working with the WIA One-Stops.

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		Ongoing	SCSEP sub grantees have become more engaged in focusing on alternatives for SCSEP participants who have reached their time limit of participation and do not exit the program with a secured employment opportunity.
b.	Promote employment opportunities for mature workers.	DES		Ongoing	See 5.3 b
c.	Increase FGP participation in existing volunteer sites.	DES		Task completed	
d.	Explore expanding Senior Companion to complement HCBS.	DES		Ongoing	No activity at this time.
e.	Provide resources, services and program development to promote the use of senior volunteers to support seniors.	DES		Ongoing	DES continues to provide resources and support to recruit Senior Medicare Patrol (SMP), Ombudsman and Senior Health Insurance Program volunteers. Recruited 50 new SMP volunteers statewide.

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: Develop programs and approaches to close the Adult Protective Services in the state's current aging services infrastructure and delivery system especially to underserved areas.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
e.	Utilize Community Network Teams to assess the needs of underserved areas.	DES		9/30/05 - 12/31/10	Due to resource limitations this strategy is suspended.

Objective 6.2: Create a stable and well-trained (in aging) workforce sufficient to meet the growing care needs in Arizona.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
e.	Build collaborations that will increase accessible, safe and affordable housing options for seniors.	DES	DOH	July 2006 - ongoing	No activity
i.	Cross train providers and utilize case managers across agencies to assist seniors with processes for dealing with multiple agencies and services.	DES		July 2006- Ongoing	Regional AZ Links Partnerships conducted at least one cross-training session plus quarterly conference calls with partner agencies to educate staff about eligibility and services from other agencies.

Objective 6.3: Promote a coordinated workforce development approach between public and private entities to benefit from the capabilities and experience of a mature workforce.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c.	Expand health promotion/education opportunities by bringing public health and aging networks together.	ADHS, DES	Area Agencies on Aging's, Local Health Department, Community Agencies	4/05 - ongoing	Senior Community Services Employment Program is partnering with the AZ Living Well Institute to offer Healthy Living workshops to Senior Community Service Employment Program participants as a career path and personal self-management strategies.
d.	Increase available funding for aging services through resource development.	DES		9/1/2005 - ongoing	No activity at this time.

e.	Increase needed supports through community partnerships, maximization of local resources, and expanded availability of caregivers.	DES		Ongoing	No activity at this time.
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, VA Fiduciary and Area Agencies on Aging	7/1/2005 - ongoing	Exploring consumer direction and cost sharing options with Area Agencies on Aging. Strengthened community partnerships through AZ Links. We now have AZ Links partnerships statewide.
g.	Build a system of services that is accessible, practical, user-friendly, and culturally competent through partnerships.	DES		Ongoing	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		Ongoing	Refer to 1.1.d and 3.2.b

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
j.	Partner with the Area Agencies on Aging to provide effective oversight of home and community based services.	DES	Area Agencies on Aging	Ongoing	The Division of Aging and Adult Services policy requires Area Agencies of Aging to monitor their providers on a regular basis. The Division of Aging and Adult Services provides oversight over this process and has implemented a schedule for monitoring the Area Agencies on Aging.
k.	Develop quality assurance standards to measure the quality within Adult Protective Services.	DES		Ongoing	Quality assurance continues on a monthly basis where cases are randomly selected for review. Adult Protective Services Supervisors must review every case before closure. This review also provides supervisors with the information on the quality of Customer Service in the assessment of information received at the Central Intake Unit.
l.	Review and revise policy and procedure manuals for internal use and the provider network as necessary.	DES		Ongoing	Revisions to the Division of Aging and Adult Services policies and procedures pertaining to the Area Agencies on Aging Administrative Standards were updated and the finalized version implemented on July 1, 2011, the policy and procedures for home and community based services took effect in 2011; and the Senior Community Service Employment Program policies were revised based on the issuance of 20 CFR Part 641 – Senior Community Service Employment Program; Final Rule.

m.	Ensure health and wellness policies balance the needs of the elderly with respect to wellness and independency.	DES		Ongoing	The Division of Aging and Adult Services is in the process of these reviewing policies.
----	---	-----	--	---------	---

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

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
e.	Ensure the highest quality of care through customer feedback.	DES		Ongoing	Provider and Legal Services satisfaction surveys were continued during this period. Overall satisfaction for the Legal Services provided for 2011 was 3.73 out of a possible 4.00. The Provider satisfaction for 2011 was 4.00 out of a possible 5.00.
f.	Develop/improve quality resource management tools that support process improvement	DES		Ongoing	The Division of Aging and Adult Services Home and Community Based Services and Senior Community Services Employment Program policies were revised and a schedule developed to ensure the monitoring of contracted providers. See 7.1j and l.
g.	Develop methodology of determining cost effectiveness of Home and Community Based Services, Arizona Performance Outcomes Measurement (AzPOMS) Project.	DES		Task completed due to elimination of funding	The AzPOMS project is a collaborative effort between the State Unit on Aging and the Area Agency on Aging, Region One. It is a part of the Performance Outcome Measurement Project grant funded by the U.S. Administration on Aging and includes other state grantees. 1) The POMP-TO-GO toolkit has been completed and includes surveys and survey methodologies that can be used by the national aging network to determine the effectiveness of home and community based services for seniors. It is expected that the toolkit will be available on an AoA sponsored website in early 2012. 2) The longitudinal/predictive study has been developed for the purpose of measuring the impact of in-home services in the lives of service recipients over time and identifying nursing home predictors. The study was not actually implemented due to the AoA decision to discontinue funding for the POMP grant in 2011. Study instruments and protocols for implementing the study have been completed, however, and will become available for use by the aging network in 2012. 3) Cross-validating generic nursing home placement models from earlier Advanced POMP activities has been completed and a final report of the findings has been written by state grantees.

Objective 7.3: Streamline policies, procedures, regulations, and statutes that reflect the changing nature of an aging population.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Pursue policy changes at the state and federal levels to allow more flexibility based upon local needs.	DES		Ongoing	No activity at this time.

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.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
g.	Research and Leverage funding to strengthen and enhance aging services in the state.	DES		Ongoing	The Division of Aging and Adult Services received grant funding for Care Transitions designed to assist individuals transition from hospital to home in order to avoid hospitalization. The division is working with the Area Agencies on Aging to implement across the state.
as.	Maximize resources to improve service delivery.	DES		Ongoing	See 1.4H

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

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c.	Conduct needs, resources, strengths survey to evaluate current processes for relevancy and effectiveness.	DES		Ongoing	The annual Legal Satisfaction Survey was administered in April 2011. The overall satisfaction rating given by respondents was 3.73 out of a possible 4.00. A report was written and distributed to the Area Agencies on Aging for them to review and implement any needed programmatic improvements. The Home-Based Services Survey is administered every two years and is next scheduled to be administered in January of 2012.
d.	Integrate departmental services in order to effectively serve the family unit.	DES	ALL	Ongoing	No activity at this time.

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

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Participate in the Interagency Council on Long Term Care, the Governor's Advisory Council on Aging, the Citizen's Work Group on the Long Term Care Workforce, and other work groups to identify Adult Protective Services in services and facilitate mutual improvement efforts.	DES	Governor's Council on Aging	End: 6/30/11	The Inter-Agency Council on Long Term Care had a sunset review in 2011 and the Council sunset as of June 30, 2011.

Objective 8.4: Promote training and professional development of staff and managers.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Develop cultural and ethnic leadership within Division of Aging and Adult Services.	DES		Ongoing	The Division of Aging and Adult Services continues to use the Language Line to assist with translation needs and the Department has published it Limited English Proficiency tool box on the DES intranet to assist employees on how to better serve LEP clients.

b.	Establish comprehensive, standardized education and training at all levels.	DES		Ongoing	The Division of Aging and Adult Services Mature Worker Program Coordinator has initiated the development of web-based training modules for the Senior Community Services Employment Program. This will benefit not only the contracted provider staff, but also enhance the Division of Aging and Adult Services staff knowledge of the program.
c.	When possible employ staff trained in gerontological studies.	DES		Ongoing	No activity at this time.

Objective 8.5: Use advanced technology to enhance communication and improve management.

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	State funded interactive technology capability (video conferencing).	DES		Ongoing	The Division of Aging and Adult Services continues to use interactive technology and webinars to hold meetings, trainings, etc.
b.	Update Division of Aging and Adult Services websites - intranet and internet.	DES		Ongoing	The Division of Aging and Adult Services continues to review its current website for content and functionality. The Division is also updating and completely redesigning its internet website. The new website should be launched in early 2012.
c.	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		Ongoing	A contract for a data system that combines client information as well as contract and fiscal tracking for the Division of Aging and Adult Services was awarded in November 2011. This data system will replace two existing antiquated systems. The Division will be working over the next 18 months to train staff on the new system and implement. The new system should go live on July 1, 2013.

Arizona Department of Public Safety (DPS) Update By Goal

[Click here for key of State Agencies](#)

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>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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	On hold	Agency represented at Coalition of DPS Retirees meetings to maintain personal contact with retirees and provide updates on issues.
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	Ongoing	For the fourth quarter of 2011, AZ DPS received and responded to 11 Community Outreach and Education (CORE) requests with 4,113 people attending.

Objective 2.4: Prepare the state workforce to better serve and address the needs of an aging population.

<u>STRATEGIES</u>		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.	Ongoing	Human Resources Bureau contacted units throughout agency to solicit opportunities for seniors and volunteers. AZ DPS continued use of Intranet for internal communications with department personnel informing them of retirement meetings and retiree issues. AZ DPS features Mature Worker program in the department newsletter and on Internet web site.
b.	Conduct "advanced basic" as well as "in-service" training for both civilians and veteran officers to prepare employees for changing demographics.	DPS	DPS Training Unit which oversees advanced basic and in-service training.	On hold for civilians.	No training for civilians took place in the fourth quarter. Refer to Strategy C for information regarding officers.
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.	On hold	Agency Senior Driver Program retained as part of Highway Patrol Officer advanced basic training program for next academy class. This program is on hold until another academy class takes place.
d.	Train officers on "voluntary compliance" to promote traffic safety among senior drivers through means other than enforcement.	DPS	DPS Training Unit, Highway Patrol Division.	On hold	

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.	Ongoing	Agency received and responded to 11 Community Outreach and Education (CORE) requests with 4,113 people attending.
----	---	-----	--	---------	---

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

STRATEGIES					
		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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		Ongoing	AZ DPS Criminal Investigations Division continually investigates fraudulent schemes. Cyber Reports informing employees of current cyber threats and scams listed on the DPS Intranet on an ongoing basis.

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
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.	Ongoing	Flexible work schedules are offered as an option as per General Order 2.3.90, Telecommuting and General Order 2.4.100, Non-Exempt Employee Time Accounting.

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

e.	Develop a skills inventory and training programs for retirees and potential volunteers to serve as instructors, serve on advisory committees and in public information and data services roles.	DPS	DPS Community Outreach and Education (CORE) Unit.	Ongoing	Twenty-nine separate retiree and potential volunteer classifications and job descriptions are posted on internet. Documented savings through the use of retirees and volunteers was \$153,814 for October through December, 2011. 262 volunteers donated 6,547 hours.
----	---	-----	---	---------	--

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
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.	Ongoing	Merit System Rules Advisory Committee meets on regular basis to review administrative rules for possible revision and update. AZ DPS is certified as a Mature Worker Friendly Employer. Part of the certification process includes 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.	Eliminated	

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.	Ongoing	Flexible work schedules are offered as an option as per General Order 2.3.90, Telecommuting; General Order 2.4.100, Non-Exempt Employee Time Accounting; General Order 2.5.120, Limited Duty; and General Order 2.5.100, Accommodations.
----	---	-----	---	---------	--

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
b.	Use the Strategic Planning Process to adjust for challenges such as recruitment, retention, training and service delivery brought on by an aging population.	DPS		Ongoing	<p>AZ DPS completed Strategic Plan through FY11-13 with executive, management, supervisor, and employee participation. Plan includes consideration of strategic issues from Aging 2020. The agency is currently working on FY12-14 plans.</p> <p>Agency staff monitored list servers for information on seniors in law enforcement and responded to inquiries from planners in other states.</p>

Arizona Department of Housing (ADOH) Update By Goal

[Click here for key of State Agencies](#)

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.

<u>STRATEGIES</u>	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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	Ongoing	ADOH website is updated on a regular basis in order to provide information on current affordable housing development and programs. Socialserve.com has been contracted to work on expanded database for affordable housing in Arizona which will enable those seeking affordable housing to better know what is available. This will include housing developed especially for seniors.

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

<u>STRATEGIES</u>	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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	Three employees have retired from ADOH in 2011 with knowledge of retirement benefits and post retirement opportunities. Two employees that have retired from ADOH continue to job share one full time position within the department.

e.	Prepare a plan for key employee succession and skill retention in the future.	ADOH		Ongoing	The Arizona Department of Housing through its operations and personnel guidelines will maintain succession and skill retention plans. The department also has a plan that establishes a path for career planning, growth and development through mentoring.
----	---	------	--	---------	---

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
j.	Increase awareness of the family caregiver support services.	ADOH		Ongoing	In supportive housing programs, family caregiver programs and options are discussed by the service provider agencies that work at the various supported housing programs.
k.	Create/support programs for new construction of senior complexes, acquisition/rehabilitation of existing senior housing projects.	ADOH	AHCCCS,DES,AAA	Ongoing	Bradshaw II Senior Community in Prescott, a Low Income Housing Tax Credit project, opened for occupancy in 2011. The project has 46 rental units, 19 one bedroom and 28 two bedroom.
l.	Expand home modification program for seniors throughout the state.	ADOH	AHCCS,DES	Ongoing	A total of 336 senior households rehab projects were completed during the course of 2011.
m.	Review homeowner rehabilitation and manufactured ADOH replacement programs to improve feasibility for seniors.	ADOH		Ongoing	The manufactured replacement program does not exist at this time. However, ADOH continues to do Owner Occupied Rehabilitation. Though not focused on senior housing, senior at 80% or less of Area Median Income would qualify if a project was awarded in their region of the state.

n.	Research potentials for the creation of manufactured ADOH developments for both rental and homeownership projects.	ADOH		On Hold	There isn't the funding nor is it feasible to pursue manufactured developments at this time.
o.	Investigate the application of universal design principles to all new multifamily ADOH projects funded by ADOH.	ADOH		Ongoing	Arizona Department of Housing defines design guidelines in its Low-Income Housing Tax 2011 Qualified Allocation Plan and its State Housing Fund FY 2010 Program Summary and Application Guide. A specific goal is to minimize monthly operating costs for tenants. Construction features must conform to goals of efficiency and long term durability. Design principles and specific design needs often must be supported by market needs and demand analysis. Arizona Department of Housing continuously modifies its plans based on market and community needs.

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
b.	Support "Universal Building" efforts extended by the Department of ADOH."	AHCCCS, ADOH		Ongoing	There are currently no specific activities that focus on this issue.
j.	Technical Assistance and line staff provides help to local governments, nonprofit and private developers interested in providing affordable ADOH to low and moderate income person.	ADOH		Ongoing	The Technical Assistance Coordinator position no longer exists but TA is provided by staff in each division which are: Community Development, Rental Development and Special Need.
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		Eliminated	ADOH no longer has the funding to give to Arizona's Dept. of Health, Behavioral Health Services Division and does not specially collaborate with state agencies et al to utilize Medicare and Medicaid waivers to support aging in place for seniors.
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		Ongoing	Three projects for Senior Center Improvements/additions were completed this year, serving 678 seniors while 8 additional projects are scheduled to be awarded before calendar year's end. Also 1 Meals on Wheels project was completed this year serving 831 seniors.

m.	Establish a wide range of collaborative efforts within state government, with local governments, nonprofit and private ADOH and service providers to develop a coordinated senior ADOH program.	ADOH		Ongoing	Agencies providing services related to housing especially for special need populations of which seniors are one portion of said populations have permanent representation on the various planning bodies throughout the state. All are notified when there are public hearings, when there are housing meetings in their region and all are invited to participate. Arizona Department of Housing will continue to coordinate with these agencies throughout the coming year in order to maximize the effectiveness of the service delivery system, ascertain the emergence of new and ongoing needs, and provide support to address these needs.
n.	Collaborate with the Registrar of Contractors to investigate the potential for reduced contractor licensing requirements for minor home rehabilitation.	ADOH		Ongoing	Arizona Department of Housing program guidelines are informed through regular ADOH collaboration with Arizona Register of Contractors, including determination of applicable licensing classifications. We collaborate with ROC when reviewing Low Income Housing Tax Credit Projects eligibility for funding as well as any other projects submitted under a NOFA whether it be funded through HOME, Community Development Block Grant or Housing Trust Fund monies.

Objective 6.4: Establish policies, procedures, regulations, and statutes that reflect the changing nature of an aging population.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c.	Modify the homeownership development program to accommodate the financial and social needs of seniors. Emphasis will be placed on developing an elderly homeownership program on tribal lands where land ownership challenges have been addressed.	ADOH		Ongoing	Navajo Nation Housing Authority will finish by December 2011 connecting utilities on over 18 scattered site homes on the Navajo Nation, primarily in the Tuba City region. Five of these homes are for seniors specifically. The contract with Native Home Capital ended May of 2011 and White Mountain Apache Tribe was funded under this contract for owner occupied rehab.

d.	Consider use of specific allocation of financial resources and/or use of set asides and preferences to encourage and stimulate senior ADOH development.	ADOH		Ongoing	The final QAP for the upcoming round of LIHTC includes an additional 15 points if the project is going to be serving individuals 62+ years of age and includes a Supportive Services plan.
----	---	------	--	---------	--

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.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
h.	Continuously assess resource allocation between urban and rural Arizona as demographic trends develop.	ADOH		Ongoing	Incorporating continuous market demand and needs analysis in its internal processes and external application processes allows the Arizona Department of Housing to assess resource allocation between urban and rural Arizona. Further, through citizen participation, the Affordable Housing Task Force, and collaboration with other agencies and service providers, the Arizona Department of Housing solicits information on housing and community needs. This is also discussed in HUD Continuum of Care meetings held throughout the state. ADOH is part of the Sun Corridor Consortium that continually analyzes and plans for demographic trends. This work will continue and is part of always assessing resources and needs between urban, rural and urban clusters.
i.	Leverage private and public resources for new construction; rehabilitation and modification of existing ADOH, allowing seniors to age in place at the lowest possible cost to themselves and the State.	ADOH		Ongoing	Arizona Department of Housing encourages and awards funds to affordable housing developments, both new construction and rehabilitation, that support the goal of "aging in place." This philosophy is also part of our partnerships with other state agencies, i.e. DES, ADHS.

j.	Use State ADOH Fund programs for new construction of homeownership opportunities, homeowner rehabilitation and emergency rehabilitation programs for senior ADOH.	ADOH		Ongoing	The economic climate is not suitable for new construction of homeownership opportunities however owner occupied emergency rehab is ongoing and eligible seniors may apply in areas awarded this funding.
k.	Homes for Arizonans Initiative provides low-cost mortgage financing and down payment and closing cost assistance.	ADOH		On Hold	Program ended June 30, 2009 and the lack of Housing Trust Fund has halted the opportunity for emergency rehab, gap financing and other programs that were funded in years past.
l.	Public Housing Authority provides tenant-based Section 8 rental assistance, and administers multi-family Section 8 project based funds on behalf of Housing and Urban Development (HUD).	ADOH		Ongoing	The Arizona Department of Housing operates the Arizona Public Housing Authority which has oversight and monitoring responsibilities for 114 subsidized properties, representing over 7,900 units throughout the state of Arizona. The Housing Choice Voucher Program is available only in Yavapai County through the Arizona Public Housing Authority. The wait list is currently closed for the state's allotment of 89 vouchers. For Yavapai County 35 VASH (Veterans Affairs Supportive Housing) were awarded to the Arizona PHA in 2009.
m.	Community Development Block Grant funds are used in rural communities to construct senior centers.	ADOH		Ongoing	Three projects for Senior Center Improvements were completed this year for a total of \$286,002 and serving 678 seniors. Another 8 projects are due to be awarded within the next 30 days for senior center improvements/additions for a total of \$503,100.
n.	Researches refinancing opportunities for all seniors, including reverse mortgages, and disseminate information throughout the state.	ADOH		Ongoing	Arizona Department of Housing remains engaged in discussion with its lending partners regarding mortgage products and the impact on low income and senior communities.
o.	Provide a set aside for senior ADOH projects in Low Income Housing Tax Credit (LIHTC) program.	ADOH		Ongoing	See 6.4 D

p.	Investigate the potential for earmarking a portion of the annual CDBG State Supplemental Payment (SSP) funding to support senior ADOH or related service facilities in eligible areas of rural Arizona.	ADOH		Ongoing	Projects are selected for State Special Projects funding through a competitive process in which applications are scored by a rating and ranking system that includes specific criteria to be reviewed including the extent to which the project provides a direct probable benefit to low income and special needs persons, including seniors.
q.	Provide gap financing to developers of affordable senior rental ADOH using other public and private financing resources.	ADOH		Ongoing	ADOH continues to provide Housing Trust Fund and HOME funding for gap financing for a myriad of rental projects, including senior projects. ADOH also utilizes the Neighborhood Stabilization Program funding for gap financing as well
r.	Seek opportunities to provide funding for the rehabilitation of existing senior ADOH projects.	ADOH		Ongoing	Arizona Department of Housing administers its funding programs to promote rehabilitation of existing senior housing projects, including HUD 202 projects.
s.	Make financing allowances for expanded recreational and service facilities in new senior ADOH developments.	ADOH		Ongoing	Arizona Department of Housing did award specific points to project serving 80% or more elderly individuals.
t.	Consider use of specific allocation of financial resources and/or use of set asides and preferences to encourage and stimulate senior ADOH development.	ADOH		Ongoing	Bradshaw II Senior Community in Prescott, a Low Income Housing Tax Credit project, opened for occupancy in 2011. The project has 46 rental units, 19 one bedroom and 28 two bedroom. This adds to the over 8,300 affordable units in the state for seniors.
u.	Determine the feasibility of establishing a Handyman Program to assist seniors in maintaining their homes.	ADOH		Ongoing	Arizona Department of Housing continues to promote collaboration between service providers to maximize use of funds to provide housing and services for the elderly. Through its work with local service providers, ADOH does explore programs that assist seniors in maintain their homes.

Arizona Office of Tourism (AOT) Update By Goal

[Click here for key of State Agencies](#)

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.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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		Ongoing	AOT has modified the Official State map by deleting crowded, small, hard to read notations and providing details in a pop-up box in each region highlighting major destinations and links.

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>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
g.	Use research to develop and implement marketing campaigns to attract in and out of state visitors in the aging population.	AOT		Ongoing	AOT's current primary marketing demographic is now 52-69 years of age. AOT continues to plan and execute marketing campaigns to attract that primary audience; a secondary marketing demographic 31-51 years of age and the aging population as well.

Objective 2.3: Educate businesses, providers, and other private entities about the value and needs of senior Arizonans.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments

a.	Partner with the Governor's Advisory Council on Aging to offer educational workshops and/or information to share with tourism industry constituents.	AOT	GACA	Task Completed	
b.	Provide customized workshops during the annual Governor's Conference on Tourism to address issues facing the aging population and tourism.	AOT		Task Completed	
c.	Use web site to offer coordinating information about tourism and the aging population to industry constituents.	AOT		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		Ongoing	Task Completed – 2004 Efforts Ongoing

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 5.3: Promote a coordinated workforce development approach between public and private entities to benefit from the capabilities and experience of a mature workforce.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
f.	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		Ongoing	AOT continues to offer opportunity for industry constituent links to appear on AOT websites. Efforts ongoing.

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

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
q.	Update Visitors Centers to meet the needs of the aging population.	AOT	ADOT	Eliminated.	Due to severe budget reductions construction plans have been cancelled.

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.

		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
p.	Assess the needs of the aging population for Arizona tourism and partner with appropriate state agencies to coordinate findings and integrate plans.	AOT		On hold	Due to reduction to staff, assessment project is suspended.
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		On hold	Due to reduction to staff, assessment project is suspended.

Key:	<u>Participating State Agencies and Boards</u>
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

Arizona Board of Regents (ABOR) Update By Goal

[Click here for key of State Agencies](#)

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 2.2: Promote gerontological studies in all disciplines to address aging issues through a multidisciplinary approach.

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
b. Increase accessibility, through distance learning and other methods, to gerontology education in Arizona.	ABOR		Ongoing	<p>ALD404/FAS 436: Sexuality Mid-Life & Beyond ALD 531: Caregiving Issues for Families ALD 598: Research in Aging ALD/FAS 403/598: Aging and the Family ASB/SOC 353: Death & Dying Cross Cultural Perspectives DNP 688: Geriatric Syndrome Management PGS 427: Psychology of Ageing SOC 418: Aging and the Life Course SWG 598: Mental Health & Aging RTM 450: Leisure and Aging (last taught online Summer 2010)</p> <p>ALD 431/598: Caregiving for Older Adults ALD 535/EXW 635: Physical Activity and Aging ALD 598: Sexuality and Aging ALD/FAS 472/598: Women, Aging & the Life Course COM 417: Communication and Aging KIN 423: Motor Control and Aging SHS 521: Auditory Aging SWG 598: Aging: Social Work Perspective ALD 101: Introduction to Aging Issues (last taught online Spring 2010)</p> <p>The UA Graduate Program in Gerontology offers an Online Graduate Certificate in Gerontology with 7 totally online courses, and 5 more planned (4 new courses through the ABOR grant, 1 through the AzGEC grant.) The UA Reynolds Grant to enhance physician education in geriatrics provides the UA a national network of long-distance (and other) resources for gerontology education in Arizona. The UA was awarded the \$1.2 million/3 year HRSA Grant to fund the Arizona Geriatric Education Center (2007) to improve the interdisciplinary training of providers, focusing on distance learning and rural/urban vulnerable elders.</p>
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		Ongoing	<p>Accessibility to gerontology education is promoted by ASU through community education conferences, through our Osher Lifelong Learning Institute, and individual academic units with interests in issues related to aging.</p> <p>The UA ACOA works closely with local and state agencies to promote public awareness throughout Arizona, with an emphasis on border communities. Topics of state-wide conferences include Caregiving Issues, Dementia and Elder Abuse/Neglect. The newly funded UA AzGEC builds ongoing interdisciplinary collaboration in aging-related issues throughout the state.</p>

	d. Strengthen existing collaboration between the community college and university systems to enhance postsecondary education.	ABOR		Ongoing	<p>In collaboration with Arizona's community colleges, ASU has developed articulation agreements that provide a seamless transfer of community college students to ASU. The Maricopa to ASU Pathways Program (MAPP) and Transfer Admission Guarantee (TAG) program include benefits such as guaranteed admission and an efficient pathway of courses, all of which transfer and apply to the specified major at ASU. MAPPs are currently available in social work, global health, psychology, exercise and wellness, speech and hearing sciences, parks and recreation management, and therapeutic recreation, all of which serve students with gerontological career plans. TAGs are currently available in social work, exercise and wellness, and psychology, and are being developed in additional majors. Community college students who complete an Associate of Applied Science (AAS) in a health-related field are also eligible to transfer either 60 or 75 credits (with a specified additional set of general education courses) into ASU's Bachelor of Applied Science (BAS) in Health Sciences. For example, with the Maricopa Community Colleges, we have developed AAS-BAS pathways in therapeutic massage, respiratory care, medical assisting, dietetic technology, and other areas with relevance to aging, in adult development and aging prior to admission to ASU.</p> <p>The UA Graduate Programs in Gerontology, renamed "Interdisciplinary Studies in Aging," have been invigorated by the AzGEC and Reynolds Grants, and the ACOA. The AzGEC activities include collaborations with community colleges. A new planned minor in "Studies in Aging" (Fall 2008), with both health professional and non-health professional tracks, will provide a pathway from community colleges to the UA. There is a recognized need to re-institute the Masters in Gerontology and additional advanced degrees, and expand the PhD minor.</p>
--	---	------	--	---------	--

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
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. (ABOR is a Key Partner)	ADC	ABOR & COM COL Health Services, including the Medical Director, Dental Program Manager, Pharmacy Program Manager and Nursing Program Manager will assume tracking responsibilities	Ongoing	ASU College of Nursing and Health Innovation maintains an active partnership with the Department of Corrections that places student interns in Arizona correction institutions. We have extended the internships to include Behavioral Health through the Department of Psychology and the Doctorate in Behavioral Health offered by the College of Arts and Sciences.
i.	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. (ABOR is a Key Partner)	ADC	ADOH, ABOR & COM COL	Ongoing	Three pro bono student groups, Wills for Heroes, The Homeless Legal Assistance Project, and The Arizona Attorney General Satellite Outreach Project, involved law students working with licensed attorneys to draft wills, powers of attorney, and living wills for Arizonans. Student externs also provided information about wills, powers of attorney, and living wills to Arizona's tribal communities, a segment of Arizona's aging population that is especially in need of these services, in large part because of the effect of federal trust laws on the passage of real property in the absence of a will.

m.	Enhancement of existing internship programs for medical, nursing, mental health, dental and pharmacy students. (ABOR is a Key Partner)	ADC	ABOR & COM COL	Ongoing	The College of Nursing and Health Innovation (CONHI) has over 700 agreements for nursing student placement at both the UG and graduate level. The PhD program in the College has a substantive focus in Aging. Students conduct research in Gerontology in the community supported by fellowships from the Hartford Center and the Center for Healthy Aging located within the CONHI. Our masters and doctoral students in the Counseling Psychology Program in School of Letters and Sciences can do field placements at Southwest Behavioral Health Hospital will they will learn to run groups with older individuals who may have suffered strokes, heart attacks, etc. So it is one of our more specialized placements but we don't specialize in geriatric issues. In our School of Social Work, we have placements for MSW students at the VA Hospital in Phoenix, VA nursing home units, and other non-institutional settings. In addition, we have many students placed at other area hospitals working with older clients. We also have students working with agencies such as Hospice providers, nursing homes, department of Economic Security Adult Protective Services, as well as mental health agencies.
----	---	-----	----------------	---------	--

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 5.4: 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
c.	Investigate incentives to university departments to incorporate aging experts in their hiring plans.	ABOR		Ongoing	<p>Aging is an area of strong academic interest in a number of traditional social and behavioral sciences, resulting in the hiring and retention of outstanding scholars in such departments as psychology, social and family dynamics, social work, global health, and sociology.</p> <p>In addition, the College of Nursing & Health Innovation's Center for Healthy Outcomes in Aging and the Hartford Center of Geriatric Nursing Excellence are research centers that attract experts in aging to develop and deliver evidence-based practices to our aging population. In the last 5 years, four new faculty with aging emphasis have been hired, and multiple postdoctoral and predoctoral fellows have secured federal and foundation funding focused on aging. These Centers have helped build faculty teams to secure federal (e.g., NIH, AoA, HRSA) and foundation (e.g., John A. Hartford, Virginia G. Piper Charitable Trust) funding to support aging research, education, and practice activities.</p> <p>The UA recognizes the need to bring aging experts into the AHSC and across campus. The faculty of the ACOA, AHSC, and other aging advocates are involved in identification and recruitment efforts across campus. The successful application of the nationally prestigious Reynolds Grant, and the recognition by the UA leadership that 'aging' is of paramount importance, has provided additional incentives to all disciplines. Faculty with aging expertise are being actively recruited and mentored in the colleges of Medicine (i.e. Immunobiology, Oncology), Pharmacy, Public Health, and Nursing.</p>

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

g.	Explore opportunities for a statewide approach to providing academic degrees (MS, PHD) in gerontology.	ABOR		Ongoing	<p>ASU offers graduate concentrations and certificates in aging within some of its current graduate programs, including a graduate certificate in geriatric nursing . The Doctor of Nursing Practice degree (DNP) offers a concentration entitled, "Geriatric Nurse Practitioner." Undergraduate degree coursework is also available in social work, nursing, and music therapy.</p> <p>UA Collaborates with ASU College of Public Programs/ASU School of Social Work on the Gero Certificates and the ASU College of Nursing and Health Innovations on our PhD minor. The goal is to re-institute the Masters Programs and explore a PhD program; a doctoral program may be proposed.</p>
h.	Provide resources and administrative support for sustaining and expanding the gerontology certificate programs at the three state universities.	ABOR		Ongoing	<p>ASU's College of Nursing and Health Innovation and the School of Social Work provide faculty and staff salaries, office space and equipment, and other resources to support the instructional mission of the School, the community forums and conferences, and other activities that strengthen and advance ASU's gerontology programs. In addition, the College of Nursing and Health Innovation supports the Center for Healthy Outcomes in Aging and the Hartford Center of Geriatric Nursing Excellence. Although these centers do not themselves offer academic programs, the objectives are to enhance the training and education of nurses.</p> <p>The UA Graduate Program is administered by the COM, through the Section of Geriatrics/Gerontology which receives support from the DW Reynolds grant with matching funds from the UA, demonstrating UA's commitment to aging. The program is housed in the AzCOA (which also provides supplies and support personnel) and with teaching salaries and course development thru the AzGEC.</p> <p>The AzGEC builds a consortium among ACOA, AHSC, ASU Colleges of Nursing & SW, and AHEC.</p>
Objective 6.2: Develop programs and approaches to close the gaps in the state's current aging services infrastructure and delivery system.					
STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
b.	Provide resources and administrative support for the expansion of the medical campus in downtown Phoenix and its programs.	ABOR		Ongoing	<p>The UA provided support for the successful application for the nationally prestigious 4-year, \$1.9 million dollar D.W. Reynolds Grant in geriatric education, and the recently HRSA funded AzGEC. The COM provides resources to build geriatric education for the Phoenix campus of the COM. Faculty from the ACOA/Section of Geriatrics and Gerontology serve on the Phx COM curriculum committee group, and 'aging' is one of the key 'themes'. An innovated telemedicine educational program in aging is planned. UA (AzGEC/Reynolds) supports an on-site gerontology faculty position and part-time admin at Phx COM.</p>

	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		Ongoing	<p>ASU welcomes engaging in conversations regarding the potential for a loan forgiveness or repayment program to expand the number of health professionals with specialized knowledge and skills in gerontology/geriatrics – pending availability of state funds to support such a program.</p> <p>The universities recognize that there are insufficient numbers of health care providers (1) with specialized training in gerontology/geriatrics, and (2) providing skilled services to aging patients in a variety of home and community based, and long term care sites.</p> <p>A well-structured loan forgiveness program (similar to rural health programs) could increase the number of providers pursuing specialized training (medical, nursing, pharmacy, etc), who would then be required to provide care in multiple sites (for a number of years), making it easier for older Arizonans to access care. The goal would be to enhance training in aging-related principles of care for all providers (i.e. surgeons, emergency room physicians, nurses, etc.).</p> <p>Initial discussions are occurring between representatives from the ACOA and legislators to assess the feasibility of this program.</p>
--	--	------	--	---------	--

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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		Ongoing	<p>ASU's College of Nursing and Health Innovation works with a number of private organizations and public agencies to identify, develop, and disseminate best practices for health delivery to an aging population. CONHI faculty partner with DES and aging services network partners on four U.S. Administration on Aging grants to develop and evaluate new integrated service delivery models related to respite care and to dementia family care giving. CONHI faculty also serve with state agency staff and other network partners on the Governor's Council on Aging Social, Health & Alzheimer's Committee as well as the State Task Force to develop a state plan for Alzheimer's Disease. The Center for Healthy Outcomes in Aging and the Hartford Center of Geriatric Nursing Excellence provide research and practice seminars to healthcare and social services staff, volunteers and community members within the aging network (e.g., City of Phoenix, Banner Health, Scottsdale Healthcare, SCAN). These Centers also collaborate with the U of A Geriatric Education Center on the Arizona Faculty Aging Scholars Program, and the U of A Center on Aging on a telemedicine grant, which provides linking interdisciplinary teams in Phoenix and Tucson. The School of Social Work works in collaboration with DES to design and evaluate service models. At the UofA ACOA is assisting the DES to evaluate two new service models. The UofA also has two grants submitted for federal funding that involve collaboration with DHS.</p> <p>At the UofA ACOA is assisting the DES to evaluate two new service models. The UofA also has two grants submitted for federal funding that involve collaboration with DHS.</p>

Key:	<u>Participating State Agencies and Boards</u>
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