

Attorney General (AG) Update By Goal

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
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		Ongoing	

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

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

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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	The Arizona Attorney General's Office continues the Taskforce against Senior Abuse (TASA), staffed by attorneys in the Medicaid Fraud Unit, the Criminal Division, the Consumer Fraud Division and coordinators in the Community Outreach and Education Division. This statewide taskforce works to promote education on elder abuse issues and to prosecute cases. The internal taskforce advisory group is comprised of members from Department of Economic Security (DES), Department of Health Services (DHS), Area Agencies on Aging (AAA), Adult Protective Services (APS), American Association of Retired Persons (AARP), Veterans Administration (VA), Arizona Corporation Commission (ACC), Better Business Bureau (BBB), law enforcement, other governmental agencies and representatives from the senior services community.
h.	Publicize scams and frauds to increase senior awareness.	AG		Ongoing	The Arizona Attorney General's Office created numerous press releases on "latest" scams. Attorney General Tom Horne made numerous appearances on television, radio and print media to promote education and awareness of scams directed towards Seniors. His office acquired the press for each case the Attorney General prosecuted.

	i. Expand upon the use and development of culturally relevant and appropriate materials and outreach information for a diverse aging population.	AG		Ongoing	The Arizona Attorney General's Office printed tens of thousands of written materials for free distribution to seniors. The brochures included "Top Consumer Scams", "The Identity Theft Repair Kit", "Smart Seniors Avoid Scams and Fraud" and "Abuse, Neglect and Exploitation of the Elderly". The office also prints and distributes the "Life Care Planning Packet" as well as a Life Care Planning DVD. The Community Outreach and Education Division's presentations included Life Care Planning, Consumer Scams, Identity Theft and TASA. The office also continued community outreach events with the Senior population.
	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		Ongoing	The Arizona Attorney General's Office educated the aging population on their rights under the civil rights laws, consumer fraud laws, and enforcement processes of the Attorney General's Office. This was done through public awareness campaigns, satellite offices, information tables, 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.

STRATEGIES		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		Ongoing	The Arizona Attorney General's Office's Taskforce against Senior Abuse works to promote education on elder abuse issues and to prosecute cases. The Community Outreach and Education Division continues educating across the state of Arizona by having presented an estimated 230 presentations in 2012, in which the office spoke to senior groups, church groups, hospital employees, corporations, Rotary Clubs, Lions Clubs, Kiwanis Clubs, service providers, and military veterans.
	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		Ongoing	The TASA Hotline received and addressed over 1,700 senior complaints and Consumer Information and Complaints Division handled an estimated 20,000 complaints.
	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		Ongoing	The focused efforts to prosecute crimes against seniors were strengthened through increased collaboration with governmental agencies to make efforts more efficient and effective.

h.	Advocate for victims' rights and publicize outcomes of civil and criminal cases.	AG		Ongoing	Cases prosecuted or currently active: 42; Total number of defendants prosecuted: 73; Pending Criminal investigations (not yet indicted): 24 cases involving 27 suspects. The Health Care Fraud and Abuse Section prosecutes cases involving health care fraud as well as physical and sexual abuse of vulnerable adults; particularly in AHCCCS-funded facilities. We also handle numerous financial exploitation of vulnerable adults cases.
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	Better Business Bureau (BBB), National Federation of Independent Business (NFIB), American Association of Retired Persons (AARP), Arizona Small Business Association (ASBA)	Ongoing	House Bill 2825: telephone solicitations; business opportunities Chaptered version found at: http://www.azleg.gov/legtext/50leg/2r/laws/0186.pdf

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
i.	Continue to develop, expand and publicize services offered to the general public through statewide satellite offices including use of trained volunteers.	AG		Ongoing	The Community Outreach and Education Division has continued to develop, support and publicize services offered through statewide satellite offices with the use of trained volunteers.

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
o.	Help prevent fraudulent schemes and financial crimes committed against the elderly through public education, training and enforcement.	AG		Ongoing	The Community Outreach and Education Division has successfully continued to provide outreach and education through the Taskforce against Senior Abuse (TASA). The Attorney General's Office has successfully prosecuted cases directly received from TASA. The Attorney General's Office hosted the 2012 National Adult Protective Services Association Conference on October 16-19th.

Key:	<u>Participating State Agencies and Boards</u>
ABOR	Arizona Board of Regents
ADHS	Arizona Department of Health Services
ADOA	Arizona Department of Administration
ADOH	Arizona Department of Housing
ADOT	Arizona Department of Transportation
AG	Arizona Attorney Generals Office
AHCCCS	Arizona Health Care Cost Containment System
AOT	Office of Tourism
DES	Department of Economic Security
DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging
GOA	Governor's Office on Aging

Arizona Department of Administration (ADOA) Update By Goal

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
f. Promote health and wellness initiatives for state employees.	ADOA	Benefits	Ongoing	Wellness program successfully completed the first year of the new strategic plan and delivered an organized, collaborative menu of services via wellness contractors, interagency partnerships, and combined efforts with the medical vendors. Within the strategic plan, Wellness offered support programs and services which targeted specific health topics over the four quarters of 2012: Men's and Women's Preventative Health; Stress and Pain; Heart Disease; and Diabetes. Program achievements include hosting 23 health management courses, over 150 screenings, and more than 160 flu clinics which served close to 15,000 state employees. Planning has begun for 2012/13 and efforts continue to encourage positive health behaviors and keep employees and members aware of the Wellness support services.
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 had also been distributed to State agencies to advertise we are a mature worker friendly employer. ADOA is an active participant on both the Mature Workforce Committee and the Governor's Aging 2020 Committee, and was recently recertified as a Mature Worker Friendly Employer in November 2012 and the recertification will extend through November 2014.
s. Perform workforce analysis and provide proactive recruitment based on analysis.	ADOA	Work life	Ongoing	Published the 2011 Workforce Report in September 2012. During the past fiscal year state government endured another year of unprecedented challenges as the state and the nation struggled to recover from the economic recession of the past two years. The state implemented a hiring freeze in February 2008 which continued throughout fiscal year 2011, and agency budgets remained significantly reduced from years past. Due to agency layoffs and reductions in force during fiscal years 2009 and 2010, the overall size of the workforce remains significantly smaller than before the recession.

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
k.	Perform workforce analysis and proactive recruitment.	ADOA	Human Resources (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 universities to promote hiring and career advancement.
l.	Enhance our recruiting efforts for military veterans, retirees and the mature workers	ADOA	Human Resources Department (HRD)	Ongoing	The Department of Administration's recruitment efforts were revitalized by attending more job fairs and making a greater presence in the job market. ADOA will continue to explore our recruitment efforts and continue to grow our attendance at job fairs throughout the valley as well as reach out to networking groups to attract top qualified candidates. ADOA is currently introducing a new automated recruitment system called Talent Acquisition and it will be rolled out to the agencies in first quarter 2013.
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. Since its inception, the "Interns- in- Action Program" has placed 185 students, and in 2011 we increased the placement by 40% and added two new university partners (DeVry University and Walden University). We continue to 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. The "Arizona Interns- in- Action" program was awarded the NASPE (The National Association of State Personnel Executives) Public Service Award in 2012.

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	Human Resources Department (HRD) Classification and Compensation	Ongoing	Accomplishments in 2012 included preparatory work to introduce legislation collectively referred to as Personnel Reform; the bill was passed and implemented on September 29, 2012. Personnel Reform provides more flexibility to agencies when managing their budget and ultimately provide a more competitive compensation package for employees. Integral to the plan is the introduction of a new performance management system, an increased emphasis on managing employee performance, and a culture change to accentuate options for merit increases, thus reinforcing a pay for performance culture. The actual implementation of these strategies is ongoing.
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	<p>Review of claims data and vendor operations also led to the implementation and refinement of programs which resulted in a more cost effective health and prescription program for our members and the State of Arizona. A list of the programs and processes implemented has been included below:</p> <ul style="list-style-type: none"> Evaluation and Updating of the Pharmacy Clinical Guidelines Split Fill Oncology Program Re-Implementation of Diabetes Due Program Tobacco Cessation MedResults Program Proton Pump Inhibitor MedResults Program Crestor MedResults Program Osteoporosis Due Program DPCA Program Cigna On-Site Diabetes's Classes External Claims Audits Review of the End State Renal Claims Process <p>Mayo Health Risk Assessment Medicate Eligibility Verification</p>

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2012 Department of Economic Security (DES) Update By Goal

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

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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, Independent Living Centers, Division of Development Disabilities, Governor's Council on Aging, Alzheimer's Association	7/1/2008 – 6/30/2014	Az Links serves all of Arizona's 15 counties, except for the tribal areas. Regional Partnerships include networking events for local providers and advocacy organizations.
e. Utilize existing resources such as State Health Insurance Program and Benefits Check Up 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.

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Partner with ADOT to increase transportation options for older people at the local level. <i>(DES is a Key Partner)</i>	ADOT	DES, AHCCCS, ADHS, Pinal/Gila Council on Aging, Community Agencies in Pinal County, Maricopa Association of Governments	Ongoing	No activity at this time

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 during 2012. New SCSEP Coordinator began in the summer of 2012 and will work with AHCCCS to pursue changes to AHCCCS' eligibility.
e. Support statewide Respite Coalition incorporating aging and disability community.	DES		Ongoing	The original Lifespan Respite Program (LRP) grant project was completed on 9/30/12 and the final report is due on 12/31/12. The report will include information on the three main deliverables of the grant: 1) the caregiver assessment module was completed and implemented; 2) a public awareness campaign based on "Give Caregivers a Hand" was successfully carried out from November 2011 thru June of 2012; and 3) Region One provided respite to 19 caregivers of children with special needs, and those identified as being at-risk by Adult Protective Services. A new LRP grant was awarded to Arizona that runs from 8/1/12 thru 1/31/14.
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 provide statewide coverage (except in tribal areas). The online screening tool and the regional telephone assistance hotlines provide information and referrals. ADRC partners have improved their screening to determine need for Options Counseling and transition support after hospitalization. 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.

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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	In August 2012, a Spanish direct mail campaign was targeted to the Latino low income Medicare beneficiaries promoting Medicare Savings Program, Low Income Subsidy, and Prescription drug assistance. This targeted campaign delivered successful outcomes. As part of the Hispanic outreach campaign, hard-plastic palm cards in Spanish with a Medicare Savings Program message were produced and are part of the marketing tools developed to reach aging Latinos.
b. Increase the cultural and linguistic competency of aging services provided statewide.	DES	Area Agencies on Aging's, Alzheimer's Association-Desert SW Chapter, University of Arizona Center on Aging, Arizona State University, Direct Care Workforce Committee	7/1/2005-Ongoing	The translation of CarePRO, a program that assists family caregivers, into Spanish is underway and will be included as part of the final report for that project.
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. APS continues to provide in-services about APS to various organizations and community agencies. The Direct Care Workforce has also completed its curriculum Principles of Caregiving, which is available free of charge on the website www.azdirectcare.org to providers, workers, and families, both in English and Spanish.
l. 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 2012, the Refugee Resettlement Program assisted with the repatriation of three (3) U.S. Citizens. Of those, two (2) individuals were initially identified as mentally ill; however, one was later deemed competent and declined services upon arrival.
m. Promote education on retirement planning.	DES	Aging and Disability Resource Center (ADRC)/State Health Insurance Assistance Program (SHIP)	Ongoing	Four AZ Links partner agencies have been offering Options Counseling service, which includes planning for the future.

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	Stop Abuse and Financial Exploitation of Elderly (S.A.F.E.E.), Older Adult Services Network, Kinship and Adoption Resource and Education (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	The State Health Insurance Assistance Program (SHIP) plans on developing partnerships with Regional Society of Human Resource Management Chapters and with private sector civic organizations to bring the awareness about how SHIPs assist people age 65 and older, and people under age 65 with certain disabilities, including those with End-Stage Renal Disease.
k. Increase outreach – specific to Medicare preventative services and Medicare Part D.	DES	Governor's Council on Aging/ALL	7/2005-Ongoing	Utilizing Medicare Improvement for Patients and Providers Act funding, DAAS continued to coordinate statewide educational and outreach events through September 30, 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	Governor's Council on Aging/ALL	7/2005 - Ongoing	In 2012, GateWay, Pima and Coconino Community Colleges 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 continues to work 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	The Division of Aging and Adult Services implemented Chronic Disease Self-Management (Healthy Living) workshops and a fall prevention program named A Matter of Balance throughout the state. During SCSEP Program year 2011, the ADES/DAAS SCSEP partnered with the Healthy Living Chronic Disease Self-Management Program (CDSMP). In that same year, the Mohave County One-Stop Career Center - a state SCSEP sub-recipient - successfully had four participants complete training to become lay leaders. Moving forward, CDSMP will continue to be promoted to SCSEP participants not only for their own health benefit, but also as a viable option to learn new skills and potentially pursue employment as a workshop trainer.
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 standards and protocols for Options Counseling, a service designed to provide information and decision support for individuals exploring life and long-term support options. The service is offered by ADRC-AZ Links partners in two counties, with plans for expansion to other regions in 2013.
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 evaluations continued in 2012.

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, a toll-free statewide Caregiver Resource Line was launched in August 2012. It is anticipated that this new method of accessing information on available services will assist hundreds of caregivers a month.
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. The State Health Insurance Assistance Program provides information about the Supplemental Nutrition Assistance Program to Medicare beneficiaries that meet low income guidelines.
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	As part of the Lifespan Respite Program, a Respite Summit was held in November 2012 to look at developing a respite voucher program to incorporate more consumer choice. The Division of Aging and Adult Services and Area Agencies on Aging are discussing options for putting into place additional self-directed services.

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	Adult Protective Services and Area Agency on Aging, Region continue to utilize the Cooperative Agreement in an effort to assist APS clients with expedited in-home services. This process assists in decreasing the APS recidivism rate.
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	The Senior Medicare Patrol Project provides an annual Scam Jam and Shred-a-Thon event in Maricopa County, educating Medicare and Medicaid beneficiaries on health care fraud, errors and abuse.
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 co-sponsored the 2012 National Adult Protective Services Association Conference. The conference brought prominent trainers and speakers in the field of abuse, neglect and exploitation which will provide top level training for the Adult Protective Services' workforce. APS was able to send most of the APS field staff to the conference in October 2012.
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	Adult Protective Services (APS) launched the APS CBT for all staff. It is mandatory for all new staff.
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. APS established the Financial Exploitation Unit. The FEU will be investigating exploitation cases only.
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 funded respite for caregivers identified by Adult Protective Services as being "at risk", but that project ended on 9/30/12. It is anticipated that this process will be sustained after the grant using Title III-E funds from the Older Americans Act.
l. 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 Attorney General's Office 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	Family Caregiver Support Coordinator and Senior Community Support Employment Program Coordinator are working together to address the needs of working caregivers.

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.	ADHS, DES Suggest to remove ADHS as lead (Will see ADHS update first) Suggest adding AHCCCS	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, University of Arizona, Area Agencies on Aging	Ongoing	The Division of Aging and Adult Services developed web/computer based training for SCSEP contracted provider staff pertaining to administration of program. During Program Year 11/12, new policy was implemented that requires all prospective SCSEP Program Representatives to successfully complete a full series of computer based training modules. As of July 1, 2012, only one module is available. Completion and implementation of the remaining three modules is forthcoming.
j. Provide creative incentives to those providing direct care to the elderly.	DES		Ongoing	Home and Community Based Services Coordinator has been working with AHCCCS to create incentives for direct care workers.
l. Implement applicable recommendations from Citizens Workgroup for Direct Care Workforce (DCW).	DES	AHCCCS	2005-Ongoing	The training curriculum for direct care workers is published on www.azdirectcare.org . Participants in the DCW Initiative have created the Direct Care Workforce Alliance to continue work on the recommendations, such as outreach and marketing, promoting direct care professions, and quality training. DES-DAAS and AHCCCS-ALTCS continue to work with the Alliance and DES provides staff support and funding for workshops and related activities.
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 Senior Community Services Employment Program Coordinator will re-engage with the Governor's Advisory Council on Aging in January 2013 and every other month thereafter to continue strengthening this linkage.
l. 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 (GACA) and the Mature Workforce Committee (MWC) has taken the lead in conducting surveys with Workforce Investment Act One-Stop staff to determine how best to disseminate information on mature workers. In November 2011, surveys were distributed/conducted. Survey results were tallied in May 2012. The results of the surveys will be re-visited in January 2013 when GACA/MWC meeting commence.
m. Improve and enhance the Senior Community Service Employment Program	DES		Ongoing	Focus continues to be on providing technical assistance to sub-recipients. 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 recipient need. See 5.2(i)
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 continues to be 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 continue to focus on developing 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. In 2012 the Division and the Area Agencies on Aging jointly 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.

STRATEGIES	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.

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
e. Build collaborations that will increase accessible, safe and affordable housing options for seniors.	DES	Department of Housing (DOH)	July 2006 - ongoing	No activity at this time.
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 ADRC-AZ Links Partnerships conducted meetings or conference calls with partner agencies to educate staff about eligibility and services from other agencies. Information and referral staff in Maricopa and Pima Counties were trained on principles of Options Counseling to facilitate making referrals to trained Options Counselors.

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.

STRATEGIES	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. See 3.2 (b)
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	DES continues to explore consumer direction and cost sharing options with Area Agencies on Aging. Community partnerships were strengthened through AZ Links. We now have AZ Links partnerships statewide. In August 2012, APS launched the Financial Exploitation unit in an effort to enhance the outcome of complex exploitation investigations.
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

Objective 6.4: 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.	Pursue policy changes at the state and federal levels to allow more flexibility based upon local needs.	DES		Ongoing	In the 2011 update this strategy was combined with 5.3, since it is tied with the GACA/Mature Workforce Committee survey work.

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 policy and procedures pertaining to Disease Prevention Health Promotion activities for AAAs using Older Americans Act (OAA) Title IIID funding for evidence-based health promotion programs. The policies were implemented on October 1, 2012.
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 developed Disease Prevention Health Promotion policies specifically addressing wellness and independency. It is also a priority by the Health and Wellness Coordinator and it is a critical component of the Health and Wellness Initiative.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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 4.50 out of a possible 5.00. The Provider satisfaction for 2011 was 3.85 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 were updated to include Direct Care Workforce policy and procedures. Senior Community Services Employment Program and Disease Prevention Health Promotion policies were also revised. See 7.1. <u>1</u> .
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	Funding was discontinued for the Performance Outcome Measurement Project (POMP) grant in 2011 and a final report of the findings was completed and submitted to the AoA.

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

STRATEGIES	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.

STRATEGIES	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 to develop Options Counseling, designed to assist clients with planning for their long term care needs. The division is working with the Area Agencies on Aging to implement across the state. The Division received funding from the Arizona Department of Health Services to expand the Chronic Disease Self-Management Program (Healthy Living) and implement the Diabetes Self-Management Program through the Aging Network.
as. Maximize resources to improve service delivery.	DES		Ongoing	See 1.4H

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

STRATEGIES	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 Home-Based Services Survey was administered to recipients of in-home services in January 2012. Of those that responded, 88.7 percent said they were satisfied with their services and 91.9 percent felt their services helped them stay in their own homes. The annual Legal Satisfaction Survey was administered in April 2012. The overall satisfaction rating given by respondents was 4.50 out of a possible 5.00. Reports were written and distributed to the Area Agencies on Aging for them to review and implement any needed programmatic improvements.
d. Integrate departmental services in order to effectively serve the family unit.	DES	ALL	Ongoing	Through the Aging and Disability Resource Consortium, DAAS is currently working to effectively serve the family unit.

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 Adult Protective Services in services and facilitate mutual improvement efforts.	DES	Governor's Council on Aging	Task completed 6/30/11	

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

STRATEGIES	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 for Limited English Proficiency clients. In November 2012, the Division of Aging and Adult Services, Independent Living Supports Unit staff received training on Lesbian, Gay, Bisexual, Transgender (LGBT) issues related to aging, increasing LGBT awareness and outreach strategies statewide.
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 first of four 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. See 5.3 (m).
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's redesigned website launched in June 2012. The division continues to review its current website for content and functionality.
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	The Division has been working with both internal staff and external contractors on the development of the division's new data system. Pilot training will occur in late December 2012. The new system should go live on July 1, 2013.

<u>Key:</u>	<u>Participating State Agencies and Boards</u>
ABOR	Arizona Board of Regents
ADHS	Arizona Department of Health Services
ADOA	Arizona Department of Administration
ADOH	Arizona Department of Housing
ADOT	Arizona Department of Transportation
AG	Arizona Attorney Generals Office
AHCCCS	Arizona Health Care Cost Containment System
AOT	Office of Tourism
DES	Department of Economic Security
DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging
GOA	Governor's Office on Aging

Arizona Department of Health Services (ADHS) Update By Goal

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
c.	Continue to implement Web-based strategies for collecting and providing licensing and vital records information.	ADHS	Government Information Technology Agency (GITA)		Work continues towards making e-licensing available for providers. Accomplished the roll out of e-licensing for Assisted Living Licensees by the end of summer 2010. Other licensing programs will follow. AZCARECHECK continues to be updated and has proven to be a valuable information source for the public. Vital records has expanded its availability by having a vital records office in every county in Arizona this year. It also has instituted electronic death certificates in every funeral home and Medical Examiners' office in Arizona.

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.	Collaborate with other agencies to coordinate transportation resources to effectively meet the needs of older adults.	ADOT - ALL other agencies	DES, AHCCCS, ADHS, Pinal/Gila Council on Aging, Community Agencies in Pinal County, Maricopa Association of Governments (MAG)	On-going	

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
		ADHS	Department of Licensing Services (DLS)	On-going	DLS licensing programs continue to hold monthly provider orientations for prospective and current licensees. DLS also serves on committees and meets with the provider associations on a regular basis. DLS continually updates the licensing programs web pages to either provide, or link to, important information. Injury Report Re: Falls among Arizona residents 65 years and older. Recommend: education of older adults about the need to: -Maintain a regular exercise program to increase strength, balance, and coordination. -Regularly review medications with healthcare provider. -Have yearly eye exams. -Modify home environments to reduce hazards such as slippery floors and poor lighting.

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: Monitor trends and outcomes to better inform policy and program development.

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Track and trend data on the health status and health behaviors of older and mid-aged adults. Update chronic disease facts sheets on an annual basis. Compose a report on the overall health of older adults every two years. Supply updated data to internal and external partners as needed.	ADHS	Vital Records, Chronic Disease and Arizona Healthy Aging (A-HA) Epidemiology Staff within ADHS, Bureau of Women & Children's Health	On-going	
b.	Perform analysis and data review on the health status and health behaviors of older and mid-aged adults.	ADHS	Arizona Healthy Aging (A-HA) Epidemiology Staff within ADHS	On-going	
c.	Evaluate efficacy of disease prevention and health promotion programs targeting older adults.	ADHS	Division of Behavioral Health Services (DBHS) Office of Prevention	On-going	DBHS completed its evidence-based practice assessments on each substance abuse prevention program targeting older adults in November 2012. Through this process, each program received feedback on their program's strengths and also constructive recommendations for program improvement moving forward.

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 chronic disease prevention programs statewide.	DES/ADHS	Area Agencies on Aging (AAA), Arizona Living Well Institute, Bureau of Women's and Children's Health (BWCH)	On-going	DBHS is moving forward with integration of delivery of physical and behavioral health care to the SMI members; a significant step in improving the health of the older adult SMI members in Maricopa county. Health care integration will improve individual health outcomes, enhance care coordination for and member satisfaction of the older adult SMI population.
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 - On-going	See DES 2012 response
d. Conduct prevention efforts aimed at older adults at risk of depression or suicide.	ADHS	ADHS, DBHS Office of Prevention, Bureau of Women's and Children's Health (BWCH)	On-going	2/2013- DBHS monitors provision of gatekeeper trainings via the Adult System of Care plan; dissemination of health care parity to medical providers and depression screening reimbursement from Medicare. Expansion of self-management programs for chronic diseases.
e. Expand participation in self-management programs for chronic diseases.	ADHS - A-HA, Chronic Disease, DES/DAAS	BWCH	On-going	With the health care integration of Adult SMI population in Maricopa county assistance for self-care and management of health conditions including wellness coaching will become part of services provided. This also includes expansion of chronic disease self-management for older adult members. Healthy@Home, home safety checklist for home visitors has a component to refer family members to Chronic Disease Self Management Programs.
f. Facilitate coordination of immunization efforts among older adults.	ADHS	The Arizona Partnership for Immunizations (TAPI)	On-going	
g. Promote access to screening to detect chronic diseases.	ADHS, Chronic Disease	Comprehensive Cancer Coalition	On-going	
h. Initiate and coordinate a statewide falls prevention campaign.	ADHS, GOA, GACA	DES, AAA, Local Health Department (LHD), Gov. Council on Health Status of Women, Injury Prevention Advisory Council (IPAC)	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 5.2: Create a stable and well-trained (in aging) workforce sufficient to meet the growing care needs in Arizona.

<u>STRATEGIES</u>	<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
c. Work with local long term care, in-home service providers, and other existing groups to provide training and assistance to caregivers.	ADHS, DES, AHCCCS, Department of Licensing Services (DLS)	Direct Care Workers (DCW) Committee, Area Agencies on Aging (AAA), Arizona Health Care Association (AHCA), Leading Age	On-going	See DES 2012 response
d. Provide ongoing training to behavioral health providers on identifying and addressing the behavioral health needs of older adults (collaboration between Licensing and Behavioral Health divisions)	ADHS	AHCCCS, DES, Area Agencies on Aging, Tribal and Regional Behavioral Health Authority (T/RBHA), older adult program coordinators	On-going	DBHS is collaborating with AHCCCS, DES, Area Agencies on Aging, T/RBHAs and older adult program coordinators across the state to create a strategic plan around behavioral health challenges facing older adults. Through this partnership strategies will be developed to address this target population.

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>	<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
d. Identify technology/communication systems to make agency resources, best practices, and partners accessible to aging adults, partners, and providers.	ADHS		Completed	

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>	<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
c. Expand health promotion/education opportunities by bringing public health and aging networks together.	ADHS, DES	AAA's, LHD, community agencies	On-going	With the health care integration of Adult SMI population in Maricopa county, assistance for self-care and management of health conditions including wellness coaching will become part of services provided. This also includes expansion of chronic disease self-management for older adult members.

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Provide effective oversight of community-based facilities and the care providers who work in them.	ADHS		On-going	
f. Integrate health promotion and disease prevention strategies into the facility licensing process.	ADHS		Pending	
g. Train behavioral health and licensed facility providers on how to better address the health needs of older adults.	ADHS	Health Services Advisory Group (HSAG), Health Care Association, Arizona Hospital and Healthcare Association (AzHHA), Centers for Medicare and Medicaid Services (CMS)	On-going	
h. Implement legislation on medical techs in long-term care facilities.	ADHS	Lead-Az Board of Nursing		

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Regulate and enforce assisted living training programs.	ADHS		On-going	Legislation passed in 2004 now enables this.
b. Develop rules for feeding assistants program for long-term care facilities.	ADHS		On-going	Should be in place when the new rules go into effect 7/1/2013
c. Change long-term care rules to reflect the increased acuity in long-term care facilities.	ADHS		On-going	Should be in place when the new rules go into effect 7/1/2013. In addition to rule changes, the Division of Licensing Services is working with AHCCCS to improve staffing for acuity at nursing facilities by reviewing licensing data to identify areas for improvement and to make contractual changes to AHCCCS providers.
d. New rules changes taking effect July 1, 2013 will allow for behavioral health services to be provided at assisted living and long-term care facilities. New requirements for training and quality assessments within the facilities are being proposed with the new rules.	ADHS		On-going	Bureau of Public Health Statistics continues to produce the annual state report on Vital Statistics, which includes information about deaths from chronic diseases. Also, Bureau manages the Arizona BRFs which covers various risk factors; this BRFs report also is published yearly.

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

<u>Key:</u>	<u>Participating State Agencies and Boards</u>
ABOR	Arizona Board of Regents
ADHS	Arizona Department of Health Services
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Arizona Department of Housing (ADOH) Update By Goal

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
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.

STRATEGIES	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	Five employees have retired from ADOH in 2012 with knowledge of retirement benefits and post retirement opportunities.
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		Eliminated	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, Area Agencies on Aging (AAA)	Ongoing	Projects placed in service in 2012: Ghost Ranch Lodge Senior, Grandfamilies Place of Phoenix, Encore on Farmer, Pineview Manor Apartments, Flagstaff Senior Meadows, the Lofts at McKinley (Total 333 units).

	i. Expand home modification program for seniors throughout the state.	ADOH	AHCCS,DES	Ongoing	A total of 344 senior households rehab projects were completed during the course of 2012.
	m. Review homeowner rehabilitation and manufactured ADOH replacement programs to improve feasibility for seniors.	ADOH		Eliminated	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	ADHS, Foundation for Senior Living, DES	Ongoing	Four projects for Senior Center Improvements/additions were completed this year, serving 7,171 seniors. These projects were completed in Apache, Gila, Mohave and Yavapai counties. There were funds obligated for 7 more senior center improvement projects offering daily programs and services.

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.

STRATEGIES		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		Eliminated	The project with Navajo Nation Housing Authority was completed which included connecting utilities on five homes for seniors. There is not the funding available to commence new projects at this time.
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 2012 QAP for LIHTC included an additional 5 points if the project reserved 100% of the units for individuals 62+ years of age and includes a Supportive Services plan. Additional points were awarded to projects located within 1/2 mile of a senior center, grocery store, medical facility, retail shopping or educational facility in urban areas and within 2 miles in rural areas

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
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	DES, ADHS	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		Eliminated	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 115 subsidized properties, representing over 8,083 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	CBDG funds were used to complete four senior center improvement projects benefitting 7,171 seniors in Apache, Gila, Mohave and Yavapai counties. Also in 2012, CBDG funds were obligated for seven senior center improvement projects offering daily programs and services.
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 projects.	ADOH		Ongoing	Gap financing is provided based on many factors and may be provided to a senior rental project.
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	See 6.4 D
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	See 6.4 D
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.

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AHCCCS	Arizona Health Care Cost Containment System

AOT	Office of Tourism
DES	Department of Economic Security
DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging
GOA	Governor's Office on Aging

Arizona Department of Public Safety (DPS) Update By Goal

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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.	DPS	DPS CORE Unit, Highway Patrol, Coalition of DPS	Ongoing	For the fourth quarter of 2012, AZ DPS received and responded to 6 Community Outreach and Education (CORE) requests with 526 people attending.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Use internal methods to inform and create awareness of aging issues among employees.	DPS	DPS CORE Unit which encompasses all internal media.	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	No required training for civilians took place in the third 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.	Reactivated	Agency Senior Driver Program retained as part of Highway Patrol Officer advanced basic training program for the next academy class. This program has been reactivated with the authorization to hire new sworn employees.
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	None

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 6 Community Outreach and Education (CORE) requests with 526 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 \$88,039 for October through December, 2012. 67 volunteers donated 3,866 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
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	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	None
	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	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. Agency staff monitored list servers for information on seniors in law enforcement and responded to inquiries from planners in other states.

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AG	Arizona Attorney Generals Office
AHCCCS	Arizona Health Care Cost Containment System
AOT	Office of Tourism
DES	Department of Economic Security
DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging
GOA	Governor's Office on Aging

Arizona Office of Tourism (AOT) Update By Goal - 2012

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
	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		Efforts Ongoing	Web browsers provide viewers with choice of view size for readability. Web site redesign minimizes use of column formats to create better compatibility with screen reader units.

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

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

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
	g. Use research to develop and implement marketing campaigns to attract in and out of state visitors in the aging population.	AOT		Efforts Ongoing	AOT's current primary marketing demographic is 45-64 years of age. AOT will continue to plan and execute marketing campaigns using research and studies to continue to attract this demographic and the aging population as well.

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
	b. Provide customized workshops during the annual Governor's Conference on Tourism to address issues facing the aging population and tourism.	AOT		Efforts Ongoing	December 2007 Draft topics collected. Program Committee will meet in February 2008 to develop outline for breakout sessions dedicated to these issues at the Governor's Conference scheduled in July, 2008. Jim Murphy, CEO, Pima Council on Aging moderated a session at the 2008 Governor's Conference on Tourism held in July. He spoke briefly on the work of the Pima Council and then gave his presentation entitled: Boomers: Here They Come, Ready or Not. Efforts ongoing
	c. Use web site to offer coordinating information about tourism and the aging population to industry constituents.	AOT		Efforts Ongoing	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		Efforts Ongoing	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.

STRATEGIES		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		May 2006 - ongoing	AOT continues to offer opportunity for industry constituent links to appear on AOT websites. Efforts ongoing.

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

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	7/1/2008-6/30/2014	See DES 2012 Update

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	
f. To coordinate conferences, seminars and educational presentations 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	Ongoing	GACA collaborated again with the AZ Alzheimer's Consortium & the Alzheimer's Association Desert Southwest Chapter on a May 2012 community forum in Peoria. More than 16 educational presentations on current issues of concern to older Arizonans were offered as part of the GACA meetings in 2012.
g. Partner with state agencies, aging network partners and public/private organizations to promote the value of mature workers.	GACA	DES, One Stop Career Centers, Community Colleges	Ongoing	GACA's Mature Workforce Committee continues to promote the value of Mature Workers. Toolkits for mature job seekers, employers and professionals were developed and posted to the www.azmatureworkers.com website. 2012 Mature Worker Friendly Certified Employer (MWFCE) training was conducted and MWFCE re-certification was offered to employers certified in 2008, 2009, & 2010 with a 78% recertification rate.

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 2012 update: "In 2012, Gateway, Pima and Coconino Community Colleges are continuing to offer Caregiving Training, and the AHCCCS has established new training requirements for Direct Care Workforce."

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
b. Promote independence through the availability and accessibility of non-medical home and community based services.	DES	Governor's Advisory Council on Aging, Area Agencies on Aging	9/30/05 Ongoing	See DES 2012 Update
f. Facilitate coordination of immunization efforts among older adults.	ADHS	TAPI, GACA	Placed 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
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	Ad Hoc GACA committee established to gather stakeholders' input and review existing process for reporting unsafe drivers and develop recommendations and resources. 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 5.2: 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, Area Agencies on Aging		See DES 2012 Update
j. Provide creative incentives to those providing direct care to the elderly.	DES	GACA, U of A		See DES 2012 Update
k. this strategy now a part of DES 5.2 objective, strategy c. and l.				See DES 2012 Update, Goal 5, Objective 5.2, strategies c and l.

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	GACA, Area Agencies on Aging, Mohave County One-Stop	10/1/2005 - Ongoing	See DES 2012 Update

	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	Note: the GACA MWC committee has made marketing a priority. See DES 2012 Update that states, "Governor's Advisory Council on Aging (GACA) and the Mature Workforce Committee (MWC) has taken the lead in conducting surveys with Workforce Investment Act One-Stop staff to determine how best to disseminate information on mature workers. In November 2011, surveys were distributed/conducted. Survey results were tallied in May 2012. The results of the surveys will be revisited in January 2013 when GACA/MWC meeting commence.
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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 as appropriate for aging state workers.	GACA	ADOA	Completed	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 and includes state agency liaisons to the Governor's Advisory Council on Aging.

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.

<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 gaps in services and facilitate mutual improvement efforts.	DES	GACA	Task Completed 6/30/11	
b.	Through the Aging 2020 process, promote cross-agency collaboration and leveraging to promote streamlining and improve system management.	GACA	state agencies	September 2005 - Ongoing	Continued coordination of meetings in 2012; 12 state agencies actively engaged.

Key:	<u>Participating State Agencies and Boards</u>
ABOR	Arizona Board of Regents
ADHS	Arizona Department of Health Services
ADOA	Arizona Department of Administration
ADOH	Arizona Department of Housing
ADOT	Arizona Department of Transportation
AG	Arizona Attorney Generals Office
AHCCCS	Arizona Health Care Cost Containment System
AOT	Office of Tourism
DES	Department of Economic Security
DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging
GOA	Governor's Office on Aging