

## Department of Economic Security (DES) 2013 Aging 2020 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, Independent Living Centers, Division of Development Disabilities, Governor's Council on Aging, Alzheimer's Association	7/1/2008 – 6/30/2014	As of 2013, four ADRC partners have active Care Transitions programs, and all six have strengthened their relationships with regional medical centers and trained staff on transition issues. A total of five partners currently offer Options Counseling, with services within a Center for Independent Living being aligned with existing Independent Living Counseling and/or Peer Mentoring. In the last six month reporting period that ended in Spring of 2013, the statewide ADRC received 109,162 contacts from consumers, caregivers, and professionals. Of those contacts, a total of 52,257 were reported as ADRC Clients, meaning they received some type of service such as counseling, assistance, or referral.
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	Senior Community Services Employment Programs Coordinator began attending monthly meetings with the Arizona Employment and Disability Partnership in June 2013 and will work with the Arizona Health Care Cost Containment System to pursue changes to the Arizona Health Care Cost Containment System's eligibility.
e. Support statewide Respite Coalition incorporating aging and disability community.	DES		Ongoing	The new Lifespan Respite Program grant was awarded to Arizona in 2012 and has already produced two new major additions to Arizona's caregiver support: a self-directed respite voucher program, along with an online registry designed to help families access respite workers.
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	DAAS staff continues to participate on the DES Faith-Based and Community Organization (FBCO) Workgroup which meets bimonthly to discuss division specific faith-based initiatives and share information on community events open to DES participation. When a community event is presented, the DAAS staff representative on the FBCO Workgroup shares this information with the DAAS Executive Team. Within DAAS, the Refugee Resettlement Program initiated a three year VISTA Project in 2012 that is focused on building linkages between RRP, RRP's contractors and Faith-Based Organizations.
h. Facilitate entry into support systems and services.	DES		Ongoing	Regional AZ Links partnerships continue to provide statewide coverage (except in tribal areas). The online screening tool and the regional telephone assistance call centers provide information and referrals.
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	In 2013, the State Agency Coordination Team members continue to evaluate their funding supports to assess the impact the services made on reaching late life victims of domestic violence.

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

The role of education cannot be underestimated in planning Arizona's future. Education permeates nearly every section of the Aging 2020 Plan. Through education, the fears, myths and 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.**

<b>STRATEGIES</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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 2013, a Spanish direct mail campaign to 7500 individuals was developed to target the Latino low income Medicare beneficiaries promoting Medicare Savings Program, Low Income Subsidy, and prescription drug assistance.
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 completed in early 2014.
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. Adult Protective Services continues to provide in-services about the Adult Protective Services to various organizations and community agencies. The Direct Care Workforce curriculum, Principles of Caregiving, 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 2013, the Arizona Refugee Resettlement Program assisted with the repatriation of six U.S. Citizens. One individual was an adult. The remaining five individuals were minors. Two of the minors were placed in CPS custody. The remaining three minors were siblings who joined a grandmother in Arizona. The grandmother accepted custody of the minors and signed a decline for repatriation assistance and services from the program.
m. Promote education on retirement planning.	DES	Aging and Disability Resource Center (ADRC)/State Health Insurance Assistance Program (SHIP)	Ongoing	The State Health Insurance Assistance Program, in conjunction with Arizona Beneficiary Coalition, hosted an annual educational seminar on all aspects of retirement planning, 60 guests attend the event. Guests speakers from the Social Security Administration, the Centers from Medicare and Medicaid Services, Area Agency on Aging, Region One, are some of the key presenters at this event.

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

<b>STRATEGIES</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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, along with a new innovative early-stage intervention called EPIC. Both projects are evidence-based psycho-educational interventions for caregivers and will be crucial as Arizona uses a new 2013 grant to create a dementia-capable system to serve this growing population.

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

<b>STRATEGIES</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
j. Partner with human resources departments of organizations providing to	DES		2010-2014 Ongoing	In the Fall of 2013, the State Health Insurance Assistance Program developed a comprehensive Partnership Tool Kit. This tool kit is being
k. Increase outreach – specific to Medicare preventative services and Medicare Part D.	DES	Governor's Council on Aging/ALL	7/2005-Ongoing	The Division of Aging and Adult Services continued to coordinate over 700 statewide educational and outreach events with the Area Agencies on Aging.

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

<b>STRATEGIES</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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	No activity at this time.

**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.**

<b>STRATEGIES</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
a. Facilitate coordination of health promotion and disease prevention programs statewide.	DES/AZDHS	Area Agencies on Aging, Arizona Living Well Institute	Ongoing	The Division of Aging and Adult Services continues to work in collaboration with the Department of Health Services and the Arizona Living Well Institute to enhance the Healthy Living/ Chronic Disease Self- Management Education and Diabetes Self-Management Program with the Area Agencies on Aging.
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 continues to implement Chronic Disease Self-Management (Healthy Living) workshops and a fall prevention program named A Matter of Balance throughout the state. The Division of Aging and Adult Services continues to partner with Department of Health Services to implement Chronic Disease Self-Management Education and Diabetes Self-Management . Health and Wellness Coordinator continued to participate on the Falls Prevention Coalition.
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	Process began in 2013 to develop a new online searchable database (AZ Links) which will allow Arizonans to identify life care planning or end of life options on their own.
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	<a href="#">See 3.2.a</a>
l. Utilize research and monitor trends that facilitate outcomes to enhance program development.	DES		Ongoing	Annual program evaluations continued in 2013.

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

<b>STRATEGIES</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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	The toll-free Caregiver Resource Line served 652 caregivers as of November 2013. It is anticipated that after a current marketing campaign is complete, this method of accessing information on available services will assist hundreds of caregivers a month. Additionally, a new online resource database that will be part of AZ Links will allow caregivers to find supportive resources statewide.
f. Increase the number of eligible older adults receiving food stamps.	DES		Ongoing	During 2013, the State Health Insurance Assistance Program conducted various statewide media campaigns to reach out to those low income beneficiaries in rural and hard to reach areas, as well as to potentially eligible clients in culturally diverse populations. The media campaign included information about the Supplemental Nutrition Assistance Program. The Division of Aging and Adult Services also continues to partner with the Arizona Nutrition Network to promote nutrition for older adults through the USDA's Supplemental Nutrition Assistance Program.
g. Integrate the principles of self determination, into models of care for case managers to promote putting decisions in the hands of the consumers and families.	DES	Area Agencies on Aging	Ongoing	In 2013, as part of the Lifespan Respite Program, a voucher program to incorporate more consumer choice was developed and will be implemented in 2014. 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.**

<b>STRATEGIES</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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. The Division continues to rehearse bi-annual disaster preparedness exercises with other DES Divisions and County agencies. The Division of Aging and Adult Services will also participate in a statewide emergency preparedness coalition to ensure needs of older adults and people with disabilities are addressed.
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 One continues to utilize the Cooperative Agreement in an effort to assist Adult Protective Services clients with expedited in-home services. This process assists in decreasing the Adult Protective Services recidivism rate. In 2012, the National Adult Protective Services Association designated the Arizona Adult Protective Services and Area on Agency on Aging's initiative as a "best practice" model for Adult Protective Services Programs across the nation. In 2013 the Western Arizona Council of Governments Area Agency on Aging joined Region One, Inc. in expediting services to Adult Protective Services clients.
f. Work with local, county and private partners to identify existing problems and resources.	DES		7/5/2005 - On hold	The Adult Protective Services Program is working with local, county and statewide task forces to identify and address issues impacting the safety and well being of vulnerable adults.
g. Coordinate fraud information with Adult Protective Services and Arizona Health Care Cost Containment System (Fraud Unit data), in addition to agencies already involved in fraud prevention	DES		7/5/2005 - Ongoing	In 2013, the Adult Protective Services Program referred a number of high profile cases to local law enforcement and the Arizona Attorney General's Office AHCCCS Fraud Control Unit for investigation and prosecution. 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.**

<b>STRATEGIES</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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	No activity at this time.
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	In 2013, a new computer based training regarding Core Competencies was launched and it is mandatory for all new Adult Protective Services staff to take before beginning in the field. The training provides new workers a comprehensive guide to the Adult Protective Services' investigation and substantiation process.
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. The Financial Exploitation Unit, that was established in the summer of 2012, continues to provide financial analysis on exploitation cases.
j. Expand and enhance Adult Protective Services and victim services.	DES		Ongoing	In 2013, 13 new investigative positions and 1 supervisor were added to Adult Protective Services Statewide.
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. This process will be sustained as part of the new "Dementia-Capability" grant that was awarded in 2013.

	i. Establish participation with Attorney General statewide Task Force (Elder Abuse).	DES	Law Enforcement, AZ Elder Abuse Coalition & AG's office, Adult Protective Services is part of the new Attorney General's Office Task Force Against Senior Abuse, which members from the private and government sector.	12/31/2008 - ongoing	Adult Protective Services and the State Long Term Care Ombudsman are 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.
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**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. Adult Protective Services has issued approximately 193 medallions to date.
b.	Improve the coordination between Adult Protective Services, Arizona Department of Health Services, Arizona Health Care Cost Containment System, and the Long-Term Care Ombudsman Program in the closure of facilities.	DES	ADHS/Arizona Health Care Cost Containment System	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	<a href="#">Refer to 3.3e</a>
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	In 2013, the Family Caregiver Support Coordinator and Senior Community Service Employment Program Coordinator began working together to partner with the Arizona Caregiver Coalition to encourage Arizona companies with employee assistance programs to recognize the needs of family 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 continue to offer 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 the Arizona Health Care Cost Containment System based its training requirement on these materials. See also Strategy 2.1k. The new Caregiver Resource Line and a new online resource database will make it easier for caregivers to access training and other supportive resources.
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	No activity at this time.
j.	Provide creative incentives to those providing direct care to the elderly.	DES		Ongoing	No activity at this time.
l.	Implement applicable recommendations from Citizens Workgroup for Direct Care Workforce (DCW).	DES	AHCCCS	2005-Ongoing	No activity at this time.
m.	Advocate for professional development of direct care professionals.	DES	AHCCCS		<a href="#">See 5.2c</a>

**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 Service Employment Program Coordinator re-engaged with the Governor's Advisory Council on Aging Mature Workforce Committee in January 2013 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		Task completed	
m. Improve and enhance the Senior Community Service Employment Program.	DES		Ongoing	Focus continues to be on providing technical assistance to Senior Community Service Employment Program sub-grantees. A four-module, web-based training course is still in the development phase. The web-based training will provide all sub-grantees access to training on key elements of the program based on their needs.
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	See 5.3.b

**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	Senior Community Service Employment Programs sub-grantees continue to focus on developing alternatives for Senior Community Service Employment Program participants who have reached their time limit of participation and do not exit the program with a secured employment opportunity or who are not job ready as well as explore additional host agency options in the rural areas.
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), Long Term Care Ombudsman and Senior Health Insurance Assistance Program volunteers. In 2013 the Division of Aging and Adult Services and the Area Agencies on Aging jointly recruited 90 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 AZ Links Partnerships continue to conduct quarterly meetings or conference calls with partner agencies to educate staff about services from other agencies and reviewed the option of self-directed programs that allow consumers to select their own providers based on their cultural preferences.

**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 Service Employment Program continues to partner 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) and See 3.2(a)
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	Department of Economic Security continues to explore consumer direction with the Area Agencies on Aging and strengthen community partnerships through AZ Links. In August 2012, Adult Protective Services 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	<u>Refer to 1.1.d and 3.2.b</u>
h. Partner with local communities to develop locally driven services and programs to meet the needs of the aging populations.	DES		Ongoing	<u>Refer to 1.1.d and 3.2.b</u>

**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	Refer to 5.4.

**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	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 continued to provide oversight over this process and monitors each Area Agency on Aging on a regular basis.
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	In 2013, revisions were made to the Division of Aging and Adult Services policy and procedures pertaining to Non-Medical Home and Community Based Services and Disease Prevention Health Promotion.
m. Ensure health and wellness policies balance the needs of the elderly with respect to wellness and independency.	DES		Ongoing	In July 2013, the Division of Aging and Adult Services developed Health Education- Disease Prevention and Health Promotion policies specifically addressing wellness and independency, with a focus on evidence-based programming.

**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 2013 was 4.37 out of a possible 5.00. The Provider satisfaction for 2013 was 4.02 out of a possible 5.00.
f. Develop/improve quality resource management tools that support process improvement	DES		Ongoing	No activity at this time.
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.

**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
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 continue efforts in Options Counseling and Care Transitions. The Division received funding in FFY 2013-2015 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.
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 next survey is scheduled for January 2014. The last 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 2013. The overall satisfaction rating given by respondents was 4.37 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	In 2013, the Division of Aging and Adult Services continued to collaborate with other divisions within the Department of Economic Security through monthly meetings of the Early Childhood Taskforce to effectively serve the family unit. The Division of Aging and Adult Services also partnered with the Department of Health Services, Office of Children with Special Health Care Needs in the development and launching of a new Lifespan Respite Voucher Program.

**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.
b. Establish comprehensive, standardized education and training at all levels.	DES		Ongoing	No activity at this time.
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 continues to review its current website for content and functionality. The Division has worked with RTZ Associates to revise the AZ Links website.
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 testing began in September 2013, and train the trainer for all Area Agency on Aging staff will occur in early 2014. The new system should go live in 2014.

Community Supports
Independent Living Supports
Refugee Resettlement Program
Policy, Planning, & Information Resources
Assistant Director's office

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