

## Arizona Board of Regents (ABOR) 2014 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 1.2: 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
c. Partner with public transit, airport, rail and elderly support interest groups, the Arizona Motor Vehicle Division (MVD), councils of governments and metropolitan planning organizations to improve travel options and travel support for those elderly who can no longer drive.	ADOT	NAU Civic Service Institute Senior Companion Program	On-going	17,166 trips were provided to homebound elderly clients. These trips were for medical appointments and non-medical appointments such as grocery stores, pharmacies, church functions, haircut appointments, etc.

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments (double click on cells to see all progress listed)
b. Increase accessibility, through distance learning and other methods, to gerontology education in Arizona.	ABOR	ASU, NAU, U of A	On-going	NAU - Nursing 321 - Gerontology, offered online. ASU: the following courses related to aging and/or gerontological issues are taught regularly and many are taught online. The courses are taught by units in Tempe, Downtown and West. ALD 101 Introduction to Aging Issues ALD 403/FAS 598 Special Topics: Aging and the Family ALD 404/FAS 436 Sexuality Mid-Life & Beyond ALD 431/598 Caregiving for Older Adults ALD 472/FAS 598 Women, Aging & the Life Course ALD 531 Caregiving Issues for Families ALD 535/EXW 635 Physical Activity and Aging ALD 598 Research in Aging ALD 598 Sexuality and Aging CDE 418/SOC 418 Aging and the Life Course CMN 598 Communication & Aging CMN 598 Communication and Caregiving COM 417 Communication and Aging COM 494 Com & Caregiving in Later Life DNP 623 Adult Gero Health Promotion DNP 624 Adult Gero Hth Promo Practicum
				DNP 625 Adult/Gero Common Hlth Problem DNP 626 Adult/Gero Common Prob Practic DNP 627 Adult/Gero Complex Health DNP 628 Adult/Gero Complex Practicum DNP 686/NUR 686 Geriatric Health Management DNP 688/NUR 688 Geriatric Syndrome Management DNP 696 Adv Pathophys Older Adults FAS 403 Aging and the Family FAS 421/ALD 531 Caregiving for Older Adults FAS 472/WST 472 Women, Aging & the Life Course HSC 394 Health of Older Adults HSC 394 Supporting Health Older Adults HSC 410 Support Health Older Adults KIN 423 Motor Control and Aging LAW 707 Elder Law NUR 384 Gerontological Nursing NUR 494 Gerontological Nursing NUR 598 Geriatric Health Promotions NUR 691 Principles for Palliative Care in the Older Adults

			<p>NUR 692 Research in Geriatric Practice  PGS 427/PSY 447 Psychology of Aging  PGS 494 The Aging Mind  PRM 450/RTM 450 Leisure and Aging  SHS 521 Auditory Aging  SWG 570 Aging: Social Work Perspective  SWG 598 Aging Soc Wk Perspective  SWG 598 Mental Health &amp; Aging  BIS 394 Death &amp; Dying Intradis Approach  JHR 598 Issues in Death &amp; Dying  MAS 550/REL 585 Issues in Death and Dying  PHI 494/REL 494 Phil Issues in Death &amp; Dying  REL 205 Living and Dying  SHS 350 Brain Memory and Language  BIO 394/HPS 394 BioethicsinFilm:DyingandDeath  ASB 353/SOC 353 Death&amp;Dying Cross-Culturl Prsp</p> <p>Key to course prefixes:  ALD: Aging and Lifespan Development  ASB: Anthropology (social and behavioral)  SOC: Sociology  COM: Communications  DNP: Doctor of Nursing Practice  KIN: Kinesiology  PGS: Psychology (social and behavioral)  SHS: Speech and Hearing Science  SWG: Social Work (graduate)  RTM: Recreation and Tourism Management</p> <p>The University of Arizona Center on Aging, through its Arizona Geriatric Center and Arizona Reynolds Programs, and in collaboration with several local and state partners, has dramatically increased access to gerontology education, to improve the care of older adults throughout Arizona. Our educational programs emphasize inter-professional, high-value team based care, and include physicians of all specialties (medical and surgical specialties such as emergency room physicians, orthopedic surgeons, and cardiologists), nurses, nurse practitioners, clinical pharmacists, psychologists, social workers, and community health workers. We also focus on community (see below). The UA has been awarded two</p>
			<p>major gerontological grants, the \$2M HRSA-funded Arizona Geriatric Education Center (UA primary; ASU and VA consortium members) and the \$1M Donald W. Reynolds Foundation-funded Arizona Reynolds Program – both of which dramatically increase access to gerontology education across the state. The UA established a new Hospice and Palliative Care Fellowship to increase access for the citizens of Arizona to much-needed comfort care at the end of life.</p> <p>The following is a brief summary of ACOA's extensive gerontological education and training programs, increasing access to gerontology. ACOA implemented the "Aging Grand Round Lecture Series" on core gerontological topics, which is videoconferenced throughout the state. The ACOA designed and implemented and/or supported several state-wide conferences, including Behavioral Health and the Older Adult, Caregiving Issues, Alzheimer's Disease and Elder Abuse. We developed 3 web-based, online training modules (each about an hour) that are available on an interactive open public website (Portal of Geriatric Online Education – POGOe) and have been recognized nationally - Health Literacy and the Older Adult; Transitions of Care; and Shared Decision Making with the Older Adult. The ACOA also designed and implemented 4-hour trainings to AZ DAAS and TOC staff located in AAAs across the state; on-going support offered to improve TOC processes statewide and just-in-time technical assistance as needed. We have implemented an online</p> <p>certificate program in aging targeted to the community to prepare for an aging world. The ACOA based interprofessional editorial team published the Journal of the Arizona Geriatrics Society twice yearly, distributed to over 1200 providers. The ACOA developed and distributes IP Elder Care Provider Fact Sheets – single page, evidence-based, engaging and easily accessible sheets on key gerontological issues; over 100 topics are fully available online through POGOe.</p>

c. Create public awareness of the need for specialized knowledge and skills in providing services (health and otherwise) to, and designing products for, seniors.	ABOR			<p>Accessibility to gerontology education is promoted by ASU through community education conferences, conducted by Osher Lifelong Learning Institute, housed in the School of Community Resources and Development and by individual academic units with interests in issues related to aging, as well as individual faculty presentations in the community. Caregiver Education Forums that target family caregivers and are offered annually by ASU School of Social Work and ASU College of Nursing &amp; Health Innovations faculty in collaboration with the Arizona Geriatrics Society, the Alzheimer's Association, the Arizona Caregiver Coalition, the Area Agency on Aging, Region One, Inc., and other partners.</p>
d. Strengthen existing collaboration between community college and university systems to enhance post secondary education.	ABOR	Community Colleges	across the state	<p>In collaboration with Arizona's community colleges, ASU has developed articulation agreements that provide a seamless transfer of community college students to ASU. The Maricopa to ASU Pathways Program (MAPP) and Transfer Admission Guarantee (TAG) program include benefits such as guaranteed admission and an efficient pathway of courses, all of which transfer and apply to the specified major at ASU. MAPPs are currently available in social work, global health, psychology, exercise and wellness, nutrition, speech and hearing sciences, parks and recreation management, and therapeutic recreation and other majors, all of which serve students with gerontological career plans. TAGs are currently available in social work, exercise and wellness, family and human development, and psychology, and are being developed in additional majors. The RN to BSN pathway is designed for students who are currently pursuing an Associate of Applied Science (AAS) degree in nursing and who plan to earn a Bachelor of Science in Nursing at ASU. Students may apply up to 75 specified credits, which means only 45 university credits would be needed to complete the BSN. The 45 remaining credits can be completed online, offering students maximum flexibility. Community college students who complete an Associate of Applied Science (AAS) in a health-related field are also eligible to transfer either 60 or 75 credits (with a specified additional set of general education courses) into ASU's Bachelor of Applied Science (BAS) in Health Sciences. For example, with the Maricopa Community Colleges, we have developed AAS-BAS pathways in therapeutic massage, respiratory care, medical assisting, dietetic technology, and other areas with relevance to aging. The University of Arizona and the Arizona Center on Aging works closely with community colleges, including Pima Community College, sharing expertise and increasing access to gerontological information and developing the pipeline. The PCC Dean and several PCC students attended a ½ day train the trainer session about special issues for the hospitalized older patient, held at University of Arizona Medical Center. NAU - Concurrent enrollment program requires Nursing 321 - Gerontology. The following is a brief summary of ACOA's extensive gerontological education and training programs, increasing access to gerontology. ACOA implemented the "Aging Grand Round Lecture Series" on core gerontological topics, which is videoconferenced throughout the state. The ACOA designed and implemented and/or supported several state-wide conferences, including Behavioral Health and the Older Adult, Caregiving Issues, Alzheimer's Disease and Elder Abuse. We developed 3 web-based, online training modules (each about an hour) that are available on an interactive open public website (Portal of Geriatric Online Education – POGOe) and have been recognized nationally - Health Literacy and the Older Adult; Transitions of Care; and Shared Decision Making with the Older Adult. The ACOA also designed and implemented 4-hour trainings to AZ DAAS and TOC staff located in AAAs across the state; on-going support offered to improve TOC processes statewide and just-in-time technical assistance as needed. We have implemented an online certificate program in aging targeted to the community to prepare for an aging world. The ACOA based interprofessional editorial team published the Journal of the Arizona Geriatrics Society twice yearly, distributed to over 1200 providers. The ACOA developed and distributes IP Elder Care Provider Fact Sheets – single page, evidence-based, engaging and easily accessible sheets on key gerontological issues; over 100 topics are fully available online through POGOe.</p>

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**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>
i. Develop or enhance interagency agreements with vocational schools, community colleges and universities to include, to the extent feasible, University Medical Center and the Arizona State/University of Arizona Medical School-Phoenix for the delivery of outpatient and inpatient services to inmates.	ABOR			ASU College of Nursing and Health Innovation maintains an active partnership with the Department of Corrections that places student interns in Arizona correctional institutions. ASU has internships and practica opportunities that include Behavioral Health through the Department of Psychology and the Program in Counseling Psychology, as well as the Doctorate in Behavioral Health offered by the College of Health Solutions. The Hartford Center of Gerontological Nursing Excellence received additional funding from Virginia G. Piper Charitable Trust to introduce and update Maricopa Nursing faculty in the care of older adults.
l. Collaborations with the Governor's Re-Entry Task Force regarding development of offender transition programs to provide education about available public health and community agencies, housing and employment resources and support groups and research the possible implications for providing opportunities for creating wills, living wills and durable powers of attorney by featuring internships for social work majors and law students.	ABOR			Three pro bono student groups, Wills for Heroes, The Homeless Legal Assistance Project, and The Arizona Attorney General Satellite Outreach Project, involved law students working with licensed attorneys to draft wills, powers of attorney, and living wills for Arizonans. Student externs also provided information about wills, powers of attorney, and living wills to Arizona's tribal communities, a segment of Arizona's aging population that is especially in need of these services, in large part because of the effect of federal trust laws on the passage of real property in the absence of a will.
m. Enhancement of existing internship programs for medical, nursing, mental health, dental and pharmacy students.	ABOR			The College of Nursing and Health Innovation (CONHI) has over 1100 agreements for nursing student placement at both the UG and graduate level. The PhD program in the College has a substantive focus in Aging. Students conduct research in Gerontology in the community supported by fellowships from the Hartford Center and the Center for Healthy Out comes in Aging located within the CONHI. Speech and Hearing Science in the College of Health Solutions places students in hospitals, nursing homes, rehab centers, VA, and outpatient clinics to work with patients who have had neurological diseases, stroke, TBI, dementia, Alzheimer's, hearing loss, swallowing problems. Through a grant from the Flinn Foundation to the U of A, ASU and Banner Sun Health, undergraduate and graduate students are provided summer internships with researchers at ASU and UofA in Aging, Mobility & Cognition, with UofA students working with researchers in Phoenix and ASU students working with researchers in Tucson. Our masters



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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c. Investigate incentives to university departments to incorporate aging experts in their hiring plans.	ABOR			<p>Aging is an area of strong academic interest in a number of traditional social and behavioral sciences, resulting in the hiring and retention of outstanding scholars in such departments as psychology, social and family dynamics, social work, global health, and sociology. In addition, the College of Nursing &amp; Health Innovation's Center for Healthy Outcomes in Aging and the Hartford Center of Gerontological Nursing Excellence are research centers that attract experts in aging to develop and deliver evidence-based practices to our aging population. These Centers have helped build faculty teams to secure federal (e.g., NIH, AoA, HRSA) and foundation (e.g., John A. Hartford, Virginia G. Piper Charitable Trust) funding to support aging research, education, and practice activities. CONHI added three faculty with an aging emphasis in the last year, for a total of six new faculty with an aging-related emphasis in the last 5 years. Multiple postdoctoral and predoctoral fellows have secured federal and foundation funding focused on aging. The College of Health Solutions (CHS) added three new faculty hires (one in Speech and Hearing Science and two in Exercise and Wellness) with expertise in aging, for a total of six new faculty with an aging-related emphasis in the last 5 years. These CONHI and CHS faculty hires were provided start-up packages to foster their research and scholarship.</p> <p>The UA recognizes the need to bring aging experts into the AHSC and across campus. The faculty of the ACOA, AHSC, and other aging advocates are involved in identification and recruitment efforts across campus. The successful application of the nationally prestigious Reynolds Grant, and the recognition by the UA leadership that 'aging' is of paramount importance, has provided additional incentives to all disciplines. Faculty with aging expertise are being actively recruited and mentored in the colleges of Medicine (i.e. Immunobiology, Oncology), Pharmacy, Public Health, and Nursing as well as Law, Business and Engineering. NAU - GNP hired (Dot Dunn)</p>

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

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

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
g.	Explore opportunities for a statewide approach to providing academic degrees (MS, PhD) in gerontology.	ABOR			<p>ASU offers graduate concentrations and certificates in aging within some of its current graduate programs, including a graduate certificate in geriatric nursing. The Doctor of Nursing Practice degree (DNP) offers a concentration entitled, "Adult Geriatric Nurse Practitioner." In addition, College of Health Solutions added a Master of Science in Exercise and Wellness with a concentration in Healthy Aging and a Master of Science in Clinical Exercise Physiology which deals mainly with older adults with cardiopulmonary disease that prepares graduates to sit for the registration examination for Clinical Exercise Physiologists. Undergraduate degree coursework is also available in social work, nursing, and music therapy. UA collaborates with ASU College of Public Programs/ASU School of Social Work on the Gero Certificates and the ASU College of Nursing and Health Innovations on our PhD minor. The goal is to re-institute the Masters Programs and explore a PhD program; a doctoral program may be proposed. UA offers certificates in aging, and a PhD minor. Undergraduate degree coursework is also available in social work, nursing, humanities and communication. Mayo Clinic in Scottsdale offers a residency for licensed physical therapists in gerontology. January 2014 - NAU has a number of their faculty teaching entry-level curriculum and providing expertise, if necessary.</p>
h.	Provide resources and administrative support for sustaining and expanding the gerontology certificate program at the three state universities.	ABOR			<p>ASU's College of Nursing and Health Innovation and the School of Social Work provide faculty and staff salaries, office space and equipment, and other resources to support their instructional missions, the community forums and conferences, and other activities that strengthen and advance ASU's gerontology programs. In addition, the College of Nursing and Health Innovation supports the Center for Healthy Outcomes in Aging and the Hartford Center of Gerontological Nursing Excellence. Although these centers do not themselves offer academic programs, the objectives are to enhance the training and education of nurses.</p> <p>The UA Az Geriatric Education Center, a consortium led by the University of Arizona Center on Aging, that includes Arizona State University College of Nursing and Health Innovation and School of Social Work, and the Southern Arizona VA Health Care System, hosts an Interprofessional Gerontology Certificate Program. This is a non-academic 6 course curricular written by IP faculty, and it is offered on a continuing education platform in partnership with UA Outreach College. The course provides a practical overview of older adults, and gives basic knowledge needed to serve them - meeting an otherwise unmet need in the community to help prepare the workforce to care</p> <p>for older adults in multiple health and community settings. In addition, the ACOA develops and disseminates highly popular IP Elder Care Provider Fact Sheets. These one-page, easy to read, evidence-based Fact Sheets on nearly 100 topics synthesize key concepts in geriatric syndromes and diseases, and are accessible online and utilized by IP health professionals through multiple venues: the Arizona Geriatrics Society Journal, AZ Academy of Family Practice, ASU Hartford Center of Nursing Excellence, Geriatric Education Programs, POGOe; and distributed nationally to GECs, Hartford, and Reynolds collaborators. The major national geriatric journal, the Journal of the American Geriatrics Society, published a highly favorable review in 2010. NAU is working on a Certificate/Minor to start Fall of 2015.</p>

**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
	b. Provide resources and administrative support for the expansion of the medical campus in downtown Phoenix and its programs.	ABOR			The UA provided support for the successful application for the nationally prestigious 4-year, \$2M D.W. Reynolds Grant in geriatric education, and the HRSA-funded Arizona Geriatric Education Center. Through both of these grants, and with the support of the UA, our faculty provide mentorship and training for the development, implementation and evaluation of a longitudinal geriatric/gerontology curriculum at the UA COM. For several years the Reynolds Grant supported an on-site gerontology faculty position and part-time administrator position at the COM-Phoenix campus to facilitate geriatric education and training. Faculty from the ACOA/Division of Geriatrics served on the overall Phoenix-Tucson curriculum committee, and assisted in the integration of aging/geriatrics. ACOA faculty actively teach in the UA COM-Phoenix.
	t. Explore opportunities to expand the number of health professionals with specialized knowledge and skills in gerontology/geriatrics through loan forgiveness or repayment programs.	ABOR			The UA Arizona Center on Aging and ASU welcome engaging in conversations regarding the potential for a loan forgiveness or repayment program to expand the number of health professionals with specialized knowledge and skills in gerontology/geriatrics – pending availability of state funds to support such a program. The universities recognize that there are insufficient numbers of health care providers (1) with specialized training in gerontology/geriatrics, and (2) providing skilled services to aging patients in a variety of home and community based, and long term care sites. A well-structured loan forgiveness program (similar to rural health programs) could increase the number of providers pursuing specialized training (medical, nursing, pharmacy, etc.), who would then be required to provide care in multiple sites (for a number of years), making it easier for older Arizonans to access care. The goal would be to enhance training in aging-related principles of care for all providers (i.e. surgeons, emergency room physicians, nurses, etc.). Initial discussions are occurring between representatives from the ACOA and legislators to assess the feasibility of this program.

**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
	e. Increase needed supports through community partnerships, maximization of local resources, and expanded availability of caregivers.		NAU Civic Services Institute Senior Companion Program	On-going	The SCP partners with other organizations to place volunteers age 55+ and on limited incomes as companions to homebound elderly clients.
	f. Enhance APS services and non-medical home and community based services to meet the needs of the growing adult population.		NAU Civic Services Institute Senior Companion Program	On-going	The SCP partners with other organizations to place volunteers age 55+ and on limited incomes as companions to homebound elderly clients.
	h. Partner with local communities to develop locally driven services and programs to meet the needs of the aging populations		NAU Civic Services Institute Senior Companion Program	On-going	The SCP partners with other organizations to place volunteers age 55+ and on limited incomes as companions to homebound elderly clients.

**Goal 8: Promote effective and responsive management for all aging services.**

To adequately serve the growing numbers of older Arizonans, changing the way the State does business must be coupled with identifying and developing new funding mechanisms, innovations in service delivery systems and expanding collaborative efforts among state agencies.

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
d.	Through systematic partnership building, foster collaborations between state agencies and the universities to create and evaluate new service delivery models within the aging network.	ABOR			<p>ASU's College of Nursing and Health Innovation works with a number of private organizations and public agencies to identify, develop, and disseminate best practices for health delivery to an aging population. CONHI faculty partner with DES and aging services network partners on four U.S. Administration on Aging grants to develop and evaluate new integrated service delivery models related to respite care and to dementia family caregiving. CONHI faculty also serve with state agency staff and other network partners on the Governor's Council on Aging Social, Health &amp; Alzheimer's Committee as well as the State Task Force to develop a state plan for Alzheimer's Disease. The Center for Healthy Outcomes in Aging and the Hartford Center of Gerontological Nursing Excellence provide research and practice seminars to healthcare and social services staff, volunteers and community members within the aging network (e.g., City of Phoenix, Banner Health, Scottsdale Healthcare, SCAN). These Centers also collaborate with the UA Geriatric Education Center on the Arizona Faculty Aging Scholars Program, and the UA Center on Aging on a telemedicine grant, which provides linking interdisciplinary teams in Phoenix and Tucson. The School of Social Work works in collaboration with DES to design and evaluate service models.</p> <p>The UA Arizona Center on Aging collaborates with several public and private organizations and agencies to bring the best services for older adults. ACOA faculty lead the HRSA-funded Arizona Geriatric Education Center (GEC) grant, which is a state-wide consortium including the VA and ASU. The Arizona GEC collaborates with the Pima Council on Aging (AAA) and aging services network partners to provide comprehensive and coordinated services in the home and community for aging adults. The GEC also leads the Arizona Faculty Aging Scholars Program to prepare health professionals in the care of older adults, a program that includes faculty from ASU linked thru videoconferencing supported by the UA. The UA ACOA's GEC was awarded special funds, an Alzheimer's Supplement, specifically targeting health professional education regarding an evidence-based approach for patients with Alzheimer's and their caregivers. UA ACOA faculty serve on the Pima Council on Aging Board of Directors, on the Governor's Council on Aging Social, Health &amp; Alzheimer's Committee, and the state task force. ACOA faculty serve on the Attorney General's Elder Abuse Task force, coordinating and linking interdisciplinary teams. The Pima Council on Aging has been connected to the ACOA via tele-videoconferencing equipment, allowing their staff, trainees and other local attendees access for viewing of our Advances in Aging Grand Rounds each month. The ACOAAzGEC supports monthly geriatric grand rounds that are tele-videoconferenced across the state, including ASU and the Pima Council on Aging.</p>

<b><u>Key:</u></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

## Arizona Department of Administration (ADOA) 2014 Aging 2020 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	Human Resources Division (HRD) Benefits	Ongoing	Wellness program successfully completed the third 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 2014: Men's and Women's Health; Musculoskeletal Health; Preventive Health; and Heart Health. Program achievements include launching the Health Impact Program (HIP) on October 1, 2014, a new comprehensive employee wellness program and enhancement to the current Plan. HIP will include up to \$200 as a financial incentive for successful completion of the program through increased engagement in wellness and medical services. Planning has begun for 2014/15 with emphasis placed on HIP promotion, increased participation of all preventive services, and efforts to encourage positive health behaviors by keeping employees and members aware of the Wellness support services that are available.
r. Ensure the State Fulfills its Mature Worker Friendly Employer Pledge.	ADOA	Human Resources Division (HRD) Employment	Ongoing	State HR Managers and Staff received Arizona Mature Worker Friendly Employer training in 2011. Posters and bumper stickers have been distributed to State agencies to advertise we are a mature worker friendly employer. In September 2013, a recruiter represented ADOA at a job fair hosted by the City of Phoenix. ADOA is an active participant on both the Mature Workforce Committee and the Governor's Aging 2020 Committee, and retains certification as a Mature Worker Friendly Employer in November 2012 and the recertification will extend through November 2016. By the end of 2014, ADOA recruiters will have attended/hosted 34 career fairs in the community with the goal of attracting a diverse workforce.
s. Perform workforce analysis and provide proactive recruitment based on analysis.	ADOA	Human Resources Division (HRD) 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. Examined feasibility of a "Return to Work" program for retirees.

**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
j.	Perform workforce analysis and proactive recruitment.	ADOA	Human Resources Division (HRD) Employment	Ongoing	See 2.4 s response
i.	Enhance our recruiting efforts for military veterans, retirees and the mature workers.	ADOA	Human Resources Division (HRD) Employment	Ongoing	The Department of Administration's outreach in the community continued to increase. In 2014, recruiters attended 8 career fairs which targeted veteran job seekers. 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. Examined the feasibility of a "Return to Work" program for retirees.
x.	Established the State of Arizona Management Intern Program as a pilot beginning in August of 2014. The pilot agencies were ADOA, ADOT, AHCCCS and AZDHS. This program has been designed to attract, develop and retain talented individuals with an interest in a state government management career. Agency leaders will evaluate interns for potential future employment based on requisite skills and successful performance within the organization. Management interns are benefit eligible, including sick and annual leave.	ADOA	Human Resources Division (HRD) Employment	Pilot Program was launched in August of 2014.	The State of Arizona Management Intern Program is enjoying success as the calendar year 2014 comes to a close. Three interns were placed at the Civil Rights Division at ADOT, two interns were placed in the Finance Department at AZDHS, and one intern was placed in the director's office at AHCCCS. Evaluation surveys were submitted and received with very positive feedback. The Recruitment Manager is looking forward to adding the first Management Intern at ADOA in January 2015 in Benefit Services.

**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 (double click on cells to see all progress listed)
a. Create a competitive compensation plan for State employees.	ADOA	Human Resources Division (HRD) Classification and Compensation	Ongoing	In 2013 the State implemented a comprehensive overhaul of the performance management system. Under the acronym, MAP (Managing Accountability and Performance) nearly every state employee is evaluated annually on competencies, some of which are common across all of State government, and some are specific to the agency. This performance system serves as the backbone to support a compensation system that is designed to recognize and reward top performers. A suite of compensation strategies have been developed, including for the first time ever, an opportunity for agencies to provide variable incentives for significant achievements or successes. The State continued to reform the classification infrastructure in 2014 to ensure that salary ranges for each classification are based on current market pricing, thus ensuring that salary decisions are made with reliable data reflecting the competitive environment and will continue this process in the future.
b. Use claims utilization review to identify health issues 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	Human Resources Division (HRD) Benefits	Ongoing	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. A list of the programs and processes offered has been included below: Antidepressant and DPP4 Dose Optimization Program Benefit Evaluation and Updating of the Pharmacy Clinical Guidelines, DPCA Program Compound Prior Authorization Requirements Med Results Program for Crestor, Proton Pump Inhibitor DUE Program for Diabetes, Lipotropic, Osteoporosis Disease Management Programs for Asthma, Diabetes, Chronic Obstructive Pulmonary Disease, Congestive Heart failure, Pregnancy/Maternity, Coronary Artery Disease, Chronic Back Pain, Weight Management, Osteoarthritis External Claims Audits Health impact Program High Risk Medication in the Elderly EGWP Program Medicare Part D EGWP Pharmacy Program Mayo Health Risk Assessment Medicare Eligibility Verification Onsite and Online Wellness Classes Split Fill Oncology Program Tobacco Cessation Med Results Program Complex Medical Condition Management for Transplants, Congenital Heart Disease

Key:	Participating State Agencies and Boards
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## Arizona Department of Housing (ADOH) 2014 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
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 is under contract to work on expanded database for affordable housing in Arizona which does enable those seeking affordable housing to better know what is available. This does 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	One employee has retired from ADOH in 2014 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
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	There were no projects placed in service in 2014. However, 5 projects were awarded in 2014 that are or will serve seniors. Three of the projects (140 units in Mesa, Tempe and Tucson) are for those 55 years of age and older while one project, Highland Square in Cottonwood, consisting of 60 units will serve those 62+ and Westward Ho in Phoenix was awarded tax credits for rehab. That is 289 units for both Elderly and Disabled.
l. Expand home modification program for seniors throughout the state.	ADOH	AHCCS,DES	Ongoing	Owner Occupied Housing Rehabilitation projects funded by both HOME Investment Partnerships Program and Community Development Block Grant (CDBG) were completed throughout the year. CDBG funding for owner occupied housing rehab assisted 98 elderly households and HOME funding for owner occupied housing rehab assisted 54 elderly households for a total of 152 elderly households. Rehab Assistance to elderly households comprised 62% of the total housing rehab assistance. Housing Rehabilitation activities included use of green technologies and energy efficiencies whenever possible.
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 Credit Qualified Allocation Plan (QAP), Multifamily Design Guidelines and its State Housing Fund Program Summary and Application Guide. These documents are updated annually in response to market and community needs provided through focus groups, public hearings, and written comments. 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.
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**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.**

<b>STRATEGIES</b>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
b.	Support "Universal Building" efforts extended by the Department of ADOH.	AHCCCS, ADOH		Ongoing	Universal Building design has been in the QAP for years making it mandatory for developers to comply with the design.
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 persons.	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 Needs.
i.	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	Local Councils of Government, local governments	Ongoing	Three projects for Senior Center Improvements/additions were completed this year, benefiting 668 senior citizens as well as four ADA projects which benefits all citizens but especially those with mobility and health issues. The Senior Centers are in Pinetop-Lakeside, Springerville, and Fredonia. The ADA projects are in Springerville, Thatcher, Benson and Page.
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, 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 Registrar 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.**

<b>STRATEGIES</b>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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 2014 QAP for LIHTC included an additional 5 points if the project reserved 100% of the units for individuals 62+ years of age and included a Supportive Services plan. Additional points were awarded to projects located within 1 mile of a senior center, hospital, library, recreation center or grocery store, in urban areas and within 2 miles in rural areas. If any of the following services are available additional points were awarded: monthly nutrition and financial literacy, weekly transportation services, bi-monthly on-site blood pressure or other health screening, bi-monthly and on-site health promotion/disease prevention/recreation/wellness classes.

**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.**

<b>STRATEGIES</b>	<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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, in collaboration with other agencies and service providers, the Arizona Department of Housing solicits information on housing and community needs. This is also discussed in Housing and Urban Development (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 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.
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 and another 10 VASH in June 2013.
m. Community Development Block Grant funds are used in rural communities to construct senior centers.	ADOH		Ongoing	See 6.3(l)
n. Research refinancing opportunities for all seniors, including reverse mortgages, and disseminate information throughout the state.	ADOH		Ongoing	Arizona Department of Housing remains engaged in discussions with its lending partners regarding mortgage products and 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 maintaining their homes.
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## Arizona Department of Transportation ADOT 2014 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
a. Enhance information systems to improve access to information related to senior health issues. Collaborate with partners to provide resource information through websites, printed material and community outreach presentations	ADOT	Strategic Highway Safety Plan (SHSP) Federal and State partner agencies, including Governor's Office of Highway Safety, Governor's Advisory Council on Aging, Arizona Department of Health Services, Maricopa Association of	Ongoing	2014: Strategic Highway Safety Plan work continues and Age-Related Task Force leadership team established. November 2014: ADOT web team began work on age-related website. Community outreach presentations are ongoing. Partnership with GOHS results in "Silver Alert" messages on ADOT highway message boards to notify motorists there is a missing senior driver.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Collaborate with other agencies to coordinate transportation resources to effectively meet the needs of older adults.	ADOT	Strategic Highway Safety Plan State and Federal Member Agencies as well as Councils of Government and Metropolitan Planning Organizations and other City and Rural transportation planning groups.	Ongoing	February 2014: Strategic Highway Safety Plan member agencies and partners met to identify strategies. November 2014 SHSP finalized. Strategies include: increasing awareness about, and availability of alternative transportation options. Action Steps: Establish a broad-based coalition to plan for addressing older driver transportation needs.
c. Partner with public transit, airport, rail and elderly support interest groups, the Arizona Motor Vehicle Division (MVD), councils of government, and metropolitan planning organizations to improve travel options and travel support for those elderly who can no longer drive.	ADOT	Maricopa Association of Governments (MAG)	Ongoing	2014. ADOT is a member of the Elderly Mobility Stakeholders group which is continually examining (and in some cases implementing) MAG Elderly Mobility Plan components relative to the provision of services, design features, etc., to mitigate elderly transportation issues. Continuing "ambassador program" which seeks to pursue and foster tech assistance provided through communities' informal networks.
d. Ensure the needs of the elder population are taken into consideration in identifying highway, rest area and other transportation-related needs ( lighting, accessibility and convenience of facilities)	ADOT	SHSP partners, Federal Highway Administration (FHWA)	Ongoing	Continue to consider and emphasize incorporation of design strategies to accommodate aging drivers and pedestrians in the design of new highway facilities and when upgrading existing facilities. Design strategies that are intended to assist aging drivers with reduced perceptible and reactive abilities involve interchange and intersection geometry and turning movements, pavement markings, lighting, signing and signalization. In addition, continued incorporation of design recommendations contained in the Americans With Disabilities Act will enhance the safety and environment of aging pedestrians.

	g. Make engineering and infrastructure improvements and enhancements to roadways.	ADOT	SHSP Supporting Key Partners	Ongoing	Proposed Action Steps: Improve roadway delineation/stripping, increase visibility of road signs and signal heads, and improve roadway lighting; Install advance signage and lane markings at intersections; reduce speed limits in areas with a higher density of older drivers to accommodate longer reaction times; integrat into design standards and policies the FHWA Guidellines and REcommendations to Accommodate Older Drivers and Pedestrians;
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**Objective 1.4: Increase access to health care and other social services for seniors of all socio-economic levels.**

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Strengthen reporting and referral of drivers with reduced skills by doctors, law-enforcement officers, emergency responders and others.	ADOT	Governor's Advisory Council on Aging (GACA), Motor Vehicle Division(MVD), Arizona Department of Health Services (ADHS)	ongoing	Established a reporting document for physicians who identify a patient who has compromised driving ability. Report is directed to MVD's Medical Review Program. Physician determination is adopted by Medical Review. May include: driver restrictions such as no night driving or no highway driving.

**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.**

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
p.	Increase awareness about and the availability of, alternative transportation options.	ADOT	SHSP Partner Agencies, including: City of Phoenix/Valley Metro Rail	Ongoing	Target older drivers with information about alternate forms of transportation. Provide transportation alternatives for older drivers and continue to work with a broad-based coalition to plan for addressing older driver transportation needs.

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## Arizona Division of Veteran's Services (ADVS) 2014 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
j. Additional Veterans Benefits Counselors will need to be added.	ADVS			The agency has reached its objective of providing services to all veterans in the state within one hour driving distance. There are seventeen offices in the state and veterans benefits counselors also travel to all fifteen counties in Arizona.

### 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
e. Inform health care and attendant care providers of available Fiduciary Division services and market itself as a community resource.	ADVS			Fiduciary division continues to look for ways to grow the number of clients and educate veterans about their services. In addition, they continue to look for strategies to include veterans with limited finances.

### 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
e. Fine tune plans to staff the state Veteran Home to be opened in Tucson.	ADVS			The Tucson Veteran Home opened in November 2012. This 120 bed facility is able to serve the needs of Southern Arizona veterans. Positions continue to be filled as needed.
f. Achieve and maintain a manageable staff-to-client ratio within levels acceptable to the Arizona Supreme Court and as allowed by available funding.	ADVS			Staffing in the Fiduciary Division continues to conform to levels acceptable to the Arizona Supreme Court. Their 11 employees serve approximately 198 veterans.
h. Expand agreements with nursing schools to provide practicum experience in a long-term care setting for its students, resulting in effective recruiting of personnel for the nursing department at each State Veteran Home in the state.	ADVS			We maintain an agreement with Maricopa County Community Colleges and Arizoon State University, who continue to use the Arizona State Veteran Home for nursing student clinical experience.

**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
	h. Provide outreach to and recruit newly discharged military personnel as part of their discharge planning. Work with military bases to match the military occupation of those being discharged with the vacancies available at the State of Arizona.	ADVS			<p>The Veterans' Education and Training Approving Agency Division (VETAA) continues to conduct monthly Education Briefings at Luke Air Force Base for those who are eligible for Montgomery GI Bill benefits.</p> <p>Arizona Division of Veterans Services staffs an office at the Elijah Wong Veterans Service Center near Luke Air Force Base to provide counseling and assistance regarding the Troops to Teachers program.</p>

**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
	r. Investigate the opportunities of additional facilities in the state to serve its veteran population. Include focus on long-term care needs of veterans and their spouses who have Alzheimer's or other forms of dementia and/or mental illness.	ADVS			<p>Future plans include the development of a Veterans Home in Yuma. We continue to work to serve the needs of the veteran population, particularly those with dementia comorbid with other conditions.</p> <p>The Phoenix Home maintains a specific community for veterans with dementia. Phoenix is home to the "Namaste" program, which is the only program of its kind in the state. This program is a person-centered approach to advanced dementia care, where veterans and members are provided with aromatherapy, hand massage, gentle touch and soothing music. A specific caregiver is assigned to meet these veterans' needs. In addition, the dementia community includes an ongoing program of activities designed to challenge veterans and create feelings of engagement and success.</p>
	s. Plans for future Veterans Home facilities have been developed based on the Phoenix model.	ADVS			<p>The Tucson Veteran Home was completed in Fall 2012. Future plans include the development of a State Veteran Home in Yuma. The land has been acquired for this facility and the goal is to complete it in 2018.</p>

**Objective 6.3: Create working partnerships across state agencies and with private entities to improve the state's ability to develop the business & service infrastructure necessary to meet the needs of seniors.**

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
	s. Increase collaboration with other entities (such as the Arizona National Guard, Department of Defense, Maricopa Workforce Development, Arizona State University-Educational Opportunity Center Veterans Upward Bound Program and Educational Opportunity Center, Arizona Department of Economic Security-Veterans Services, and private universities such as Charter Oak and Excelsior) to provide career counseling to veterans.	ADVS			<p>We have been working with local colleges to partner to develop "Veteran Supportive Campuses." These campuses must be eligible for the GI Bill and have a student veteran club. Campuses are asked to do a survey to identify the needs and issues of military students. In addition, awareness training, orientation programs for student veterans, peer support and outreach are also recommended.</p> <p>In-state tuition is available for honorably discharged veterans.</p>

**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
g. Renew efforts to change existing laws by working with state lawmakers to increase the maximum amount of fees the Fiduciary Division can collect.	ADVS			The Fiduciary Division has instituted a timekeeping system to justify the assessment and collection of conservatorship and guardianship fiduciary fees earned by the Division.

**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
i. Expand the adult day health care program (currently available at the Arizona State Veteran Home in Phoenix) to provide respite services and keep veterans in their homes as long as possible.	ADVS			The Adult Day Health Care program was suspended in April 2007 and remains on hiatus. There are no plans to open this service.

**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
w. Request a Veterans Administration (VA) grant to fund Phase II of the Cemetery Master Plan.	ADVS			The Southern Arizona Veterans Memorial Cemetery in Sierra Vista has been completed and ground has been broken to build a second cemetery in Marana. Future plans also include a third cemetery in Camp Navajo, and the goal is to complete this in December 2015 (pending weather delays).
x. Obtain a VA grant to build a second state veteran home in Tucson. UPDATE: The current goal is to build a third state veteran home in Yuma.	ADVS			The Tucson Veteran Home has been completed in 2012. Future plans include building a State Veteran Home in Yuma. The land has been acquired for this purpose and the goal is to build the home by 2018.
z. Monitor funding to make sure payments for services received through conservator services are sufficient to cover expenses incurred in delivering required services.	ADVS			The Fiduciary Division and the ADVS Chief Financial Officer continue to closely monitor Fiduciary Division income and expenditures.

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ADOH	Arizona Department of Housing
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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 Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates 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>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Enhance information systems to improve access to information related to senior health issues.	AHCCCS		Completed	
b.	Review and revise the AHCCCS website to ensure its suitability for an aging population.	AHCCCS	ALTCS Advisory Council	Ongoing	AHCCCS continues to make improvements to its website in order to ensure optimal access for AHCCCS/ALTCS members. For example, AHCCCS is in the process of creating a webpage with informational resources specifically for Arizona Long Term Care System (ALTCS) Members. Informational resources will include topics such as employment, recreation, volunteering, assistive technology, etc.

#### 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>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
					Please reference objective 7.1.b

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Offer affordable premium-based insurance (i.e. Health Care Group) to small businesses.	AHCCCS		Completed	The Affordable Care Act (ACA) provides healthcare coverage options for small businesses.

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

<b>Objective 1.3: Ensure access to health care for seniors of all socio-economic levels.</b>					
<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
b.	Evaluate emerging technological opportunities such as telemedicine.	AHCCCS		Completed	AHCCCS offers guidance to Contractors/Health Plans in the AHCCCS Medical Policy Manual Chapter 320 regarding parameters for the use of telemedicine in the provision of services. AHCCCS is also reviewing telemonitoring and its potential use in managing certain chronic conditions such as COPD.
c.	Improve accessibility to care by enhancing medically necessary transportation services.	AHCCCS		Completed	AHCCCS has incorporated specific language in its contract mandating that all transportation, prior authorization and member services representatives be trained in the geography of any/all GSA(s) in which the Contractor/Health Plan holds a contract and have access to mapping search engines (e.g. MapQuest, Yahoo Maps, Google Maps, etc.) for the purposes of authorizing services in, recommending providers in, and transporting members to the most geographically appropriate location.
d.	Improve access to care by allowing prospective AHCCCS members to have home and community based services covered three months prior to the Medicaid application and also during the period between application and eligibility.	AHCCCS		Completed	04/2014: <u>Prior Period Coverage</u> enrollment became available to ALTCS Members in October 2006. This allows applicants to have HCBS services covered by the Contractor during the period between application and determination of eligibility. Such coverage will allow greater flexibility in choice of service site. Previously such coverage was limited to acute care services and nursing facility services. Persons awaiting discharge from hospitals will now be able to go home, with coverage of those services paid for once eligibility is determined and enrollment is complete. Additionally, beginning January 2014, <u>Prior Quarter Coverage</u> became available to AHCCCS Members. The coverage can start as early as three months prior to the month the person applied for AHCCCS.

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

<b>Objective 1.3: Ensure access to health care for seniors of all socio-economic levels.</b>					
<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
					<p>Federal requirements provide that an applicant may be eligible for covered services during any of the three months prior to the Medicaid application date if the applicant:</p> <ol style="list-style-type: none"> <li>1. Received one or more AHCCCS covered services during the month; and</li> <li>2. Would have qualified for AHCCCS at the time services were received.</li> </ol> <p>If the applicant is determined to qualify for AHCCCS during any one or more of the three months prior to the month of Medicaid application, then the individual will be determined to have "Prior Quarter Coverage" eligibility during those months.</p>

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates 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.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Require direct care workers to meet minimum competencies to provide care.	AHCCCS, DES	Direct Care Workforce Alliance and Area Agencies on Aging	Completed	AHCCCS, on 10/01/12, implemented a policy mandating the training of Direct Care Workers (DCWs). As of that date, any DCWs serving ALTCS members in their home will be required to have demonstrated proficiency against a standard set of competencies, aimed at ensuring that DCWs have the knowledge and skills needed to provide quality care to members. This policy is the result of a multi-year effort, involving the participation of agency and community stakeholders as well as ALTCS members.

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

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

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

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Evaluate the efficiency, effectiveness, and cost-benefit of technological advancements that allow individuals to remain safely in their homes.	AHCCCS		Ongoing	No specific report for 2014. AHCCCS continues to research options for Electronic Visit Verification for home and community based services provided in a Member's home.

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

<u>STRATEGIES</u>		<u>Lead Agency</u>		<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Collaborate with ADHS to enhance prevention and wellness program outreach efforts.	AHCCCS		Ongoing	AHCCCS works closely with ADHS in promoting prevention and wellness opportunities. AHCCCS works with the Chronic Disease Bureau in efforts focused on areas such as smoking cessation, diabetes prevention and management, obesity prevention, and cancer early detection and treatment. AHCCCS works with its Contractors/Health Plans to share messaging to providers and to its members to increase the reach of outreach across Arizona.
b.	Expand disease management programs designed for chronic conditions to include those at all stages of the disease process.	AHCCCS		Ongoing	During CYE 2012, AHCCCS began its transition to a vendor that will expand performance measures that are focused not only on process, but also on prevention, early diagnosis and also outcomes from the care and services delivered. The adult measures of access to care, prevention and early detection of breast, cervical and colorectal cancer have been added. In addition, measures focused on decreasing the emergency department, inpatient and re-admissions for certain disease states have

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

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

					<p>been added such as for asthma, diabetes and behavioral health. Beginning in CYE 2014, a full array of performance measures for the elderly and disabled population will be utilized.</p>
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#### Objective 3.3: Support aging services and programs that promote independence and self determination of choices for older adults.

<u>STRATEGIES</u>	<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a. Create member-directed service model options.	AHCCCS	Various stakeholder workgroups	Completed	<p>Member-directed options allow members to have more control over how certain services are provided, including services such as attendant care, personal care, homemaker and habilitation. The options are not a service, but rather define the way in which services are provided. The Self-Directed Attendant Care service model option was made available to ALTCS Members on 09/01/2008. Under this option, ALTCS Members have the choice of directly hiring and supervising their own attendant care worker without going through an agency. In 2010, the Arizona Administrative Code was amended to allow ALTCS Members using SDAC to direct certain skilled nursing services to their attendant care worker. The Agency with Choice service model option was made available on 01/01/13 to ALTCS Members. Under this option, ALTCS Members enter into a formal partnership agreement with the provider agency. The provider agency serves as the legal employer of the direct care worker and the ALTCS Member serves as the day-to-day manager of the direct care worker.</p>

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

### 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.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Notify state regulatory agencies of notifications or reports of abuse, neglect, exploitation, unexpected death as well as care below standards and take appropriate actions with the provider.	AHCCCS	Contractors, ADHS, APS, CPS, Attorney General's Office, Licensing Boards/Agencies	Ongoing	<p>AHCCCS has implemented processes to require Contractors/Health Plans to conduct on-site health and safety checks of AHCCCS members in home and community based settings as well as in facilities when allegations of abuse, neglect, exploitation, unexpected death or unsafe environment are identified. Results of these onsite quality monitoring visits are shared with various regulatory agencies that are charged with ensuring health and safety.</p> <p>AHCCCS or its Contractors/Health Plans may stay on site until assured that members are healthy and safe, may require corrective actions be implemented, may place a bed hold, suspend or terminate a provider based on health and safety concerns.</p>

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Increase notification and reporting of abuse, neglect, exploitation and unexpected death.	AHCCCS	Contractors, ADHS, APS, CPS, Attorney General's Office	Ongoing	AHCCCS requires through its Contractor/Health Plan contracts, as well as through its medical policies, the reporting of all suspected cases of abuse, neglect, exploitation and unexpected death of AHCCCS members. Reports are investigated and if substantiated, corrective actions are implemented related to the original issue and also systemically if appropriate. All issues are tracked and trended at both the Contractor/Health Plan as well as at AHCCCS in further efforts to identify opportunities to improve the care and services delivered to ensure the health and safety of AHCCCS members.

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

### 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.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Identify additional opportunities to expand home and community based services (e.g. consumer-directed care, transitional living assistance).	AHCCCS, DES	Area Agencies on Aging	Completed	Please reference objective 3.3.a for updates on consumer-directed care. In February 2011, the Community Transition Service was made available to ALTCS members. The service is a fund to assist ALTCS members living in an institutional setting to reintegrate into the community by providing financial assistance to move into their own home or apartment.
b.	Facilitate and support caregiver education and ongoing access to useful caregiver resources.	AHCCCS, DES	Area Agencies on Aging	Completed	AHCCCS, on 10/01/12, implemented a policy, mandating the training of Direct Care Workers (DCWs). As of that date, any DCWs serving ALTCS members in their home will be required to have demonstrated proficiency against a standard set of competencies, aimed at ensuring that DCWs have the knowledge and skills needed to provide quality care to members. This policy is the result of a multi-year effort, involving the participation of agency and community stakeholders as well as ALTCS members. Furthermore, the waiver for spouses to be paid as caregivers went into effect on October 1, 2007. A spouse, who is qualified to provide basic health care services to their husband or wife, can be compensated for providing services (Attendant Care, Personal Care or Homemaker). Spouses are limited to providing a maximum of 40 hours per week. Family members (including parents of adult children) are potentially eligible to serve as paid caregivers if they meet the minimum qualifications/standards for all Direct Care Workers.

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

### 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>
a.	Cooperate with State medical schools to support professional training programs that produce gerontological specialists and fill gaps in medical service availability.	AHCCCS		Completed	AHCCCS has incorporated specific language in its contract, requiring that AHCCCS Contractors/Health Plans support medical residency and dental student training programs in the state of Arizona. The contract encourages plans to contract with or otherwise support the many Graduate Medical Education (GME) Residency Training Programs currently operating in the state and to investigate opportunities for resident participation in Contractor medical management and committee activities. Annually, AHCCCS Contractors/Health Plans are required to address workforce development and the GME program in their network planning.
b.	Expand the use of physician extenders in underserved areas, such as nurse practitioners and physician assistants.	AHCCCS		Completed	AHCCCS regulations provide for the appropriate use of physician extenders.

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

### 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>
a.	Investigate alternatives for financing currently uncovered services, specifically vision, hearing, and dental services.	AHCCCS		Ongoing	The current economic climate requires that AHCCCS focus on the preservation of existing services.
b.	Support the infrastructure of Federally Qualified Health Centers (FQHC), Rural Health Clinics (RHC) and other existing providers in underserved areas.	AHCCCS		Completed	The AHCCCS contract encourages its Contractors/Health Plans to use FQHCs/RHCs in Arizona to provide covered services. Contractors/Health Plans are also required to submit member month information for Title XIX members for each FQHC/RHC on a quarterly basis to the AHCCCS Division of Health Care Management.

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Explore how assisted living facilities can be used to provide services to nursing facility residents with special health care needs (behavioral, medically involved).	AHCCCS		Completed	AHCCCS requires its ALTCS Contractors/Health Plans to develop networks that meet the needs of their membership. This includes the development of special programs in assisted living facilities. To address the significant growth of persons aging out in the behavioral system, Arizona, as of 10/01/2013 has implemented Arizona Administrative rule changes which now allow for licensed facilities to provide both behavioral health services as well as personal

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

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

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

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

### 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.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Require Arizona Long Term Care System (ALTCS) Contractors to submit an Annual Network Development and Management Plan that describes strategies for improvement.	AHCCCS		Completed	ALTCS Contractors/Health Plans are required, by contract, to develop and maintain a Network Development and Management Plan that ensures the adequacy and sufficiency of the Plan's provider network. The Plan is evaluated and updated annually. Additionally, AHCCCS adopted minimum network standards, and ALTCS Contractors/Health Plans are required to submit quarterly network summaries of all providers and demonstrate that they meet these standards in each service area. Recurring gaps must be addressed and explained in the annual Network Development and Management Plan. AHCCCS is evaluating policy changes to include requirements for ALTCS Contractors to identify network capacity issues but also identify the root cause of the capacity issue. When the capacity issue is a result of gaps in workforce or labor capacity, the ALTCS Contractor shall identify opportunities and implement interventions to address the workforce and labor capacity issues. Additionally, ALTCS Contractors will be required to prevent potential network capacity issues by projecting future network capacity needs based upon various factors (i.e. population growth of the aging population).

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

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

b.	Require ALTCS Contractors to involve member-provider councils in the identification of methods to improve member accessibility to services. Institute ALTCS Advisory Council.	AHCCCS		Completed	<p>The AHCCCS contract requires that ALTCS Contractors/Health Plans establish a Member Council that will participate in providing input on policy and programs. The council must be chaired by the Contractor’s Administrator/CEO or designee and must meet at least quarterly. Every effort must be made to include a cross representation of both members/families/significant others, member advocacy groups and providers that reflect the population and community served.</p> <p>Members/families/significant others and member advocacy groups must make up at least 50% of the membership (new requirement for CYE 12). In December 2013, AHCCCS instituted an ALTCS Advisory Council. The ALTCS Advisory Council is made up of ALTCS Members and their family members/representatives. Additionally, representatives from ALTCS Contractors, providers and state and advocacy agencies also serve on the Council. The Council will assist the ALTCS Program to develop a work plan that addresses opportunities for new service innovations or systemic issues impacting ALTCS Members. Council Members will advise on activities aimed at making the system improvements.</p>
c.	Prepare for the needs of a growing ethnically diverse population by promoting cultural competency in healthcare education and throughout the healthcare delivery system.	AHCCCS		Completed	<p>The AHCCCS contract mandates that ALTCS Contractors/Health Plans develop a Cultural Competency Plan. The plans are reviewed annually by AHCCCS to ensure compliance.</p>
d.	Develop additional incentives for Contractors/Health Plans providers of care to meet quality standards and prevention	AHCCCS		Completed	<p>Language pertaining to Pay for Performance and other physician incentive programs has been incorporated into the AHCCCS contract with the ALTCS Contractors/Health</p>

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

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

	goals (e.g., Pay for Performance strategies).				Plans. Additionally, AHCCCS incorporated language requiring ALTCS Contractors/Health Plans to develop shared savings initiatives aimed at enhancing the quality of care provided to members while also realizing cost savings.
e.	Review and monitor State Olmstead plan and AHCCCS' work plan.	AHCCCS	DES and ADHS	Ongoing	DES/ADHS and AHCCCS have and will continue to participate in an interagency Olmstead workgroup on a quarterly basis. AHCCCS will utilize the ALTCS Advisory Council to assist them in monitoring progress and proposing revisions to the AHCCCS work plan, at a minimum, on an annual basis.

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

### Goal 8: Promote effective and responsive management for all aging services.

To adequately serve the growing numbers of older Arizonans, changing the way the State does business must be coupled with identifying and developing new funding mechanisms, innovations in service delivery systems and expanding collaborative efforts among state agencies.

#### **Objective 8.1: Leverage federal funds and use creative financing strategies to provide the necessary resources to address the needs of a growing aging population.**

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Take advantage of federal waiver opportunities to offer flexible long term care and establish principles, programs and payments strategies that encourage and support the delivery of cost-effective, quality services in the least restrictive settings.	AHCCCS (ALTCS)		Completed	AHCCCS makes every effort, through its 1115 waiver and through its contracts, policies and procedures to ensure that services are offered in the most appropriate, least restrictive, most cost effective manner possible. The AHCCCS/ALTCS contracts and Chapters 1200 and 1600 of the AHCCCS Medical Policy Manual clearly outline the commitment to these principles. Lastly, ALTCS Contractors/Health Plans are required to discuss their strategies for ensuring members are placed in the least restrictive setting possible in their Network Development and Management Plan. Please also reference objective 7.1.d.

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Partner with the Center for Medicare and Medicaid Services to integrate services for dual eligible seniors.	AHCCCS		Ongoing	AHCCCS has shown that achieving alignment between two distinct and separate programs – Medicaid and Medicare – improves the quality and lowers the cost of care provided to dual eligible members. The AHCCCS program has moved toward increasing the connection between these two programs within the Dual-Special Needs Plan (D-SNP) model by contractually requiring its Contractors/Health Plans to serve as Medicare D-SNPs and promoting enrollment or alignment of dual eligible members into the

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
					<p>same Contractor/Health Plan for both Medicaid and Medicare to the greatest extent. To promote service integration, AHCCCS will:</p> <ul style="list-style-type: none"> <li>• Conduct an ALTCS alignment effort in 2015 for members who receive HCBS.</li> <li>• Review care coordination efforts of each Contractor and promote best practices.</li> <li>• Work with national organizations, stakeholders, Contractors and members to improve opportunities for integration.</li> </ul>

## Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

<b>Key:</b>	<b>Participating State Agencies and Boards</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 General's 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) 2014 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
i. Revisit and modify the content and format of the agency Web site with possible options of large font and readability using talking browser programs. Develop large print options for the Official State Visitor Guides.	AOT		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 49-55 years of age; secondary marketing demographic is 30-48 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	
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
g. Coordinate with industry constituents to develop a volunteer opportunity database and increase knowledge about jobs and opportunities available to the aging workforce, and to communicate these opportunities to the aging population.	AOT		Efforts Ongoing	AOT continues to offer opportunity for industry constituent links to appear on AOT websites. Efforts ongoing.

<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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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

## Department of Economic Security (DES) 2014 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, Arizona Health Care Cost Containment System (AHCCCS)	Area Agencies of Aging, Independent Living Centers, Division of Development Disabilities, Governor's Advisory Council on Aging, Alzheimer's Association	7/1/2008 – 6/30/2014	As of 2014, four Arizona Disability Resource Consortium 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 9/30/14, the statewide ADRC received 101,128 contacts from consumers, caregivers, and professionals. Of those contacts, a total of 69,432 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>	Arizona Department of Transportation (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 continues to attend monthly meetings with the Arizona Employment and Disability Partnership and will continue to 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 Lifespan Respite Program grant that closed on 9/30/14 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	Within DAAS, the Arizona 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. That project ended in April of 2014 and another Faith-based VISTA is starting November 2014.
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. Please see 1.1.d.
k.	Assess the needs for 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 2014, 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.**

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	A focus on Spanish direct mail campaigns continues. Postcards were sent out to 14,000 individuals in September 2014, targeting the Latino low income Medicare beneficiaries and promoting Medicare Savings Program, Low Income Subsidy, and prescription drug assistance. Conducted 24 radio shows in Spanish and one 60 minute television show from September through October 2014.
b.	Increase the cultural and linguistic competency of aging services provided statewide.	DES	Area Agencies on Aging, 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, has been translated into Spanish and is currently being promoted in the Hispanic community.
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 <a href="http://www.azdirectcare.org">www.azdirectcare.org</a> to providers, workers, and families, both in English and Spanish. APS presents at a Victimology Class at Paradise Valley Community College to inform students about elder abuse. APS also provided an in-service to AARP and presented at the Western Arizona Council of Governments conference.
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	During 2014, the Arizona Refugee Resettlement Program supported six U.S. Citizens with repatriation services; including a minor Citizen still pending arrival. Of the five repatriated Citizens, three required long-term medical care and two are self-sufficient.
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 in March 2014, 80 guests attended the event. Guest speakers from the Social Security Administration, the Centers for Medicare and Medicaid Services, Area Agency on Aging, Region One, were 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.**

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, 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. APS presents at a Victimology Class at Paradise Valley Community College to inform students about elder abuse.

**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 continues to utilize the comprehensive Partnership Tool Kit. This tool kit is being distributed to local Human Resource Management Chapters in efforts to increase educational outreach.

k.	Increase outreach – specific to Medicare preventative services and Medicare Part D.	DES	Governor's Advisory Council on Aging/ALL	7/2005-Ongoing	The Division of Aging and Adult Services continued to coordinate over 600 statewide educational and outreach events with the Area Agencies on Aging.
<b>Objective 2.4: Prepare the state workforce to better serve and address the needs of an aging population.</b>					
<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 Advisory 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.**

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Facilitate coordination of health promotion and disease prevention programs statewide.	DES/ADHS	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 Advisory 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 Fall Prevention Coalition.
c.	Expand efforts to educate individuals about life care planning options and end-of-life options.	ADHS, DES	Caring Choices Coalition, AZ Links Consortium	2009 - ongoing	A new online searchable database (AZ Links) which will allow Arizonans to identify life care planning or end of life options on their own continues to be developed.
k.	Create partnerships with community resources to deliver the most appropriate age specific wellness programs designed to assure active life styles and independency.	DES/ADHS	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 2014.

**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 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 958 caregivers in State Fiscal Year-14. 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 2014, 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. Also created a Savings Guide, a resource tool to target limited income seniors.
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 2014, as part of the Lifespan Respite Program, a voucher program to incorporate more consumer choice was developed and implemented. The Division of Aging and Adult Services and Area Agencies on Aging are discussing options for putting into place additional self-directed services. A Veteran-Directed Home and Community Based Services (VD-HCBS) program is under development and will be implemented in 2015.

**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.**

<u>STRATEGIES</u>		<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. The Medallion Program is an identification program for individual safety and protection in emergency situations, provides emergency first responders with the APS hotline number and the client's case number, and in an emergency situation, first responders will call the hotline to request the necessary information regarding the individual. APS staff is required to enter "Evacuation" information into AZAPSS that is essential to first responders in the event of an emergency evacuation situation. In addition, clients are offered the Medallion.
d.	Initiate an education campaign to prevent elder abuse and heighten awareness to recognize the signs of elder abuse.	DES		7/2005 - On hold	Although this strategy is on hold, in 2014 APS conducted presentations with the Governor's Advisory Council on Aging, AARP, Media and at the WACOG conference. This will continue to be on hold, unless invitations are received for additional presentations.
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 Agency on Aging's initiative as a "best practice" model for Adult Protective Services Programs across the nation.
f.	Work with local, county and private partners to identify existing problems and resources.	DES		7/5/2005 - Ongoing	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. Two of the Task forces are lead by the AZ Attorney General's office.
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. APS continues to cross report to AG's AHCCCS Fraud Unit. 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.**

<u>STRATEGIES</u>		<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	APS staff continue to utilize on-line training related to vulnerable adults and mistreatment. A training officer was hired in September 2014 and will be developing and delivering training to APS staff.
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. APS staff continue to utilize on-line training related to vulnerable adults and mistreatment. A training officer was hired in September 2014 and will be developing and delivering training to APS 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 & Attorney General's (AG) office	7/5/2005 - Ongoing	Adult Protective Services continues to work with law enforcement in the investigation of cases. The Financial Exploitation Unit that was established in the summer of 2012, continues to provide financial analysis on exploitation cases and provides the analysis to law enforcement in the spirit of cooperation and an effort to expedite law enforcement investigations/prosecution.
j.	Expand and enhance Adult Protective Services and victim services.	DES		As funding becomes available.	In SFY 2014 APS received funding for 31 additional APS positions.

k.	Promote respite to mitigate abuse by caregiver.	DES	DES/CPS & DES/Risk Management	Ongoing	This project continues to be sustained as part of the "Dementia-Capability" grant that was awarded in 2013.
l.	Establish participation with Attorney General statewide Task Force (Elder Abuse).	DES	Law Enforcement, AZ Elder Abuse Coalition & Attorney General's office, Adult Protective Services is part of the new Attorney General's Office Task Force Against Senior Abuse, with 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. APS is also a member of the AG's Statewide Elder Abuse Coalition.

**Objective 4.3: To develop an emergency preparation plan to address needs of "at risk" vulnerable adults requiring emergency evacuation.**

<b>STRATEGIES</b>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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 433 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	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	In 2014, the Family Caregiver Support Coordinator and Senior Community Service Employment Program Coordinator continued 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 volunteers. The Direct Care Workforce Initiative continues to promote the Standardized Competencies and Principles of Caregiving Training materials. In 2014 the 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 Advisory Council on Aging, University of Arizona, Area Agencies on Aging	Ongoing	Implemented the Arizona Respite Locator, an online service that connects direct care respite workers with family caregivers seeking respite. The website also has extensive information and training that can be accessed by direct care workers that register on the website.
j. Provide creative incentives to those providing direct care to the elderly.	DES-AHCCCS		Ended in 2013	AHCCCS took over as the lead agency in 2013 and is overseeing the DCW.
l. Implement applicable recommendations from Citizens Workgroup for Direct Care Workforce (DCW).	DES-AHCCCS		Ended in 2013	AHCCCS took over as the lead agency in 2013 and is overseeing the DCW.
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 Advisory Council on Aging, Area Agencies on Aging, Pima County One-Stop Career Center, Achieve Human Services	10/1/2005 - Ongoing	The Senior Community Service Employment Program Coordinator continues to participate with the Governor's Advisory Council on Aging Mature Workforce Committee (GACA/MWC). Program Coordinator continues involvement/participation.
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 to improve program performance. Strategies have been implemented to improve performance in the areas of Job Placement and Employment Retention. Program Coordinator continues involvement/participation with GACA/MWC. SCSEP Coordinator will continue to host monthly conference calls and meet with SCSEP sub-grantees individually to ensure current information is disseminated and solicit input on how to best improve the program.

	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
<b>Objective 5.4: Implement human resource policies that balance the needs of state employers with the changing needs of an aging workforce.</b>					
<b>STRATEGIES</b>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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.m
<b>Objective 5.5: Support older Arizonans' efforts to remain engaged in the workforce and civic engagement activities.</b>					
<b>STRATEGIES</b>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
a.	Provide technical assistance (resource identification) to the mature worker network.	DES		Ongoing	Senior Community Service Employment Program 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	Since 2012, several Area Agencies on Aging have adopted volunteer Friendly Visitor programs.
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)/Senior Health Insurance Program (SHIP) and Long-Term Care Ombudsman Program volunteers. Volunteers utilized for the SMP/SHIP in 2014 was 186 and 65 for the Long-Term Care Ombudsman Program.

**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>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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: Develop programs and approaches to close the gaps in the state's current aging services infrastructure and delivery system.**

<u>STRATEGIES</u>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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	AZ Links, Arizona's Aging and Disability Resource Consortium Project, continues to conduct quarterly meetings or conference calls with partner agencies to educate staff about services from other agencies. The overall "No Wrong Door Approach" is the current focus of DES's technical assistance to the AZ Links partners.

**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>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
c.	Expand health promotion/education opportunities by bringing public health and aging networks together.	ADHS, DES	Area Agencies on Aging, 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	In 2013 DES was awarded \$556,000 to help make a Dementia capable system for families facing Alzheimer's Disease and Dementia.
e.	Increase needed supports through community partnerships, maximization of local resources, and expanded availability of caregivers.	DES	Arizona Caregiver Coalition	Ongoing	The partnership between DES and the Arizona Caregiver Coalition has allowed expansion of the Caregiver Resource Line and the Arizona Respite Locator.
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	In SFY 14, APS received funding to hire 31 additional staff. APS also continued to work with Area Agency on Aging Region One, Inc. to utilize the agreement to serve APS clients in a more expeditious manner.
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: Establish policies, procedures, regulations, and statutes that reflect the changing nature of an aging population.**

<u>STRATEGIES</u>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
a.	Pursue policy changes at the state and federal levels to allow more flexibility based upon local needs.	DES		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.**

<b>STRATEGIES</b>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
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 on Aging to monitor their providers on a regular basis. The Division of Aging and Adult Services continues to provide oversight over this process and monitors each Area Agency on Aging on a regular basis. Implementation of a new data system will allow better oversight of Area Agencies on Aging as they provide services to the aging network.
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 includes the QA piece for the APS hotline. In addition, QA for caseloads that exceed 50.
l.	Review and revise policy and procedure manuals for internal use and the provider network as necessary.	DES		Ongoing	In 2014, revisions were made to the Division of Aging and Adult Services Long-Term Care Ombudsman policy and procedures. APS recently revised its Policy and Procedures Manual to include updates in Administrative Rules, the Appeals Process and other case work activities.
m.	Ensure health and wellness policies balance the needs of the elderly with respect to wellness and independency.	DES		Ongoing	No activities at this time.

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

<b>STRATEGIES</b>		<b>Lead Agency</b>	<b>Key Partner</b>	<b>Start/End Dates</b>	<b>Progress/Accomplishments</b>
e.	Ensure the highest quality of care through customer feedback.	DES		Ongoing	The biennial Home-Based Services Survey was administered to recipients of in-home services in January 2014. Of those that responded, 89.3 percent said they were satisfied with their services and 90 percent felt their services helped them stay in their own homes. The next survey is scheduled for January 2016. The annual Legal Assistance Program Customer Satisfaction Survey was administered in April 2014. The overall satisfaction rating given by respondents was 4.35 out of a possible 5.00. Reports were written and distributed to the Area Agencies on Aging for them to review and implement any recommended programmatic improvements.
f.	Develop/improve quality resource management tools that support process improvement.	DES		Ongoing	The Division of Aging and Adult Services implemented a new case management, accounting and fiscal system that dramatically improves the management capability of the Area Agencies on Aging and the Division.
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 in 2011	

**Goal 8: Promote effective and responsive management for all aging services.**

To adequately serve the growing numbers of older Arizonans, changing the way the State does business must be coupled with identifying and developing new funding mechanisms, innovations in service delivery systems and expanding collaborative efforts among state agencies.

**Objective 8.1: 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 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.
h. 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 annual Provider Satisfaction Survey was administered in June 2014. Eight Area Agency on Aging Directors, five regional program managers, and 17 tribal contract personnel were surveyed to elicit feedback in key areas of administrative work. There were 38 out of 62 individuals who responded to the invitation to take the survey, or 61%. Out of a possible 5.00 score, the average administrative operation score was 3.99, while the average fiscal operation score was 4.11, and the average contract management score was 3.67. A report of the results was prepared and distributed to key DAAS administrative personnel complete with suggestions for program improvement.
d. Integrate departmental services in order to effectively serve the family unit.	DES	ALL	Ongoing	In 2014, the Division of Aging and Adult Services continues 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 Advisory 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. The Division of Aging and Adult Services Tribal Liaison continues to work with staff to educate them on related cultural issues.
b. Establish comprehensive, standardized education and training at all levels.	DES		Ongoing	DES has made additional training available for staff to improve skills in the area of technology and program development.
c. When possible employ staff trained in gerontological studies.	DES		Ongoing	APS continues its efforts to hire staff with applicable skills, experience and education that focus on the aging process and other related areas.

**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 develop the AZ Links website. That went live on 11/1/14.

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 DAARS. A soft launch and parallel testing occurred over the summer months and the system went live on 10/6/14.
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Key:	<u>Participating State Agencies and Boards</u>
ABOR	<u>Arizona Board of Regents</u>
ADHS	<u>Arizona Department of Health Services</u>
ADOA	<u>Arizona Department of Administration</u>
ADOH	<u>Arizona Department of Housing</u>
ADOT	<u>Arizona Department of Transportation</u>
AG	<u>Arizona Attorney Generals Office</u>
AHCCCS	<u>Arizona Health Care Cost Containment System</u>
AOT	<u>Office of Tourism</u>
DES	<u>Department of Economic Security</u>
DPS	<u>Department of Public Safety</u>
GACA	<u>Governor's Advisory Council on Aging</u>
GOA	<u>Governor's Office on Aging</u>

CS	
ILS	
RRP	
PPIR	
AD	
APS	

## Arizona Department of Health Services (ADHS) 2014 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
c.	Continue to implement Web-based strategies for collecting and providing licensing and vital records information.	ADHS	Government Information Technology Agency	On-going	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 offices in Arizona.

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Collaborate with other agencies to coordinate transportation resources to effectively meet the needs of older adults.	ADOT	DES, AHCCCS, ADHS, Pinal/Gila Council on Aging, Community Agencies in Pinal County, Maricopa Association of Governments	On-going	No activity at this time.

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 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.**

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
b.	<p>Increase the cultural and linguistic competency of aging services provided statewide.</p> <p>Publish Aging in Arizona and Healthy Aging Plan.</p>	DES, ADHS Arizona Healthy Aging (A-HA) program	ADHS Bureau of Public Health (Div. of Public Health Preparedness) Statistics, A- HA Statewide Steering Council	Completed	The Aging in Arizona was published in 2014. The 2014-2018 Healthy Aging Plan was published in 2014 and will be periodically updated. These reports are made available to the public at: <a href="http://azdhs.gov/phs/healthy-aging/reports.htm">http://azdhs.gov/phs/healthy-aging/reports.htm</a>

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
h.	Identify the needs of older Arizonans in relation to resources available to meet their nutritional needs.	ADHS	Bureau of Nutrition and Physical Activity  St. Mary's Food Bank  Hunger Advocates	September 2014	The Bureau of Nutrition and Physical Activity (BNPA) provided information to St. Mary's Food Bank regarding the number of seniors living below 130% of the federal poverty level. These seniors are eligible to receive food boxes from the Commodity Supplemental Food Program if a caseload increase is provided by USDA. St. Mary's Food Bank planned to share this information with USDA Under Secretary Kevin Concannon during his visit to the food bank.

### 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.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Facilitate coordination of health promotion and disease prevention programs statewide.  Create Arizona Healthy Aging Office within ADHS Bureau of Tobacco and Chronic Disease. In 2012, the Arizona-Healthy Aging (A-HA) initiative was created to make healthy aging a priority in Arizona through strategic planning, resource	DES, ADHS	Governor's Advisory Council on Aging, Area Agencies on Aging, Arizona Living Well Institute	June 2012/Ongoing	Convened an ADHS Healthy Aging workgroup comprised of key program areas. Branded the Arizona Healthy Aging (A-HA). Revamped the A-HA website and updated the information for older adult consumers. Established the Statewide Advisory Board (SwAB) to guide the development of the A-HA initiative, and create the 2014 to 2018 Arizona Healthy Aging Plan. The SwAB was comprised of a diverse range of healthcare providers, educators, community leaders, public health and governmental representatives, older

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
	leveraging and cross-cutting collaborations that address the health needs and disparities for older Arizonans.				<p>adult stakeholders and subject-matter experts.</p> <p>Through collaboration and guidance of the SwAB, three major areas of concentration were identified as priority areas in helping Arizonans live both longer AND better:</p> <ul style="list-style-type: none"> <li>• Increase awareness of the impact of Alzheimer’s Disease;</li> <li>• Reduce the impact of falls-related injuries; and</li> </ul> <p>Increase the capacity of older adults to manage their chronic disease conditions.</p>
c.	Expand efforts to educate individuals about life care planning options and end-of-life options.	ADHS, DES	Caring Choices Coalition, Az Links Consortium,	2009 - On-going	The Arizona Attorney General’s Task Force Against Senior Abuse (TASA) Health Care Committee is collaborating with the Secretary of State’s Office and other partners on Life Care Planning (End-of-life-care), including Advance Directives.
d.	<p>Conduct prevention efforts aimed at older adults at risk of depression or suicide.</p> <p>Conduct behavioral health screenings in the acute care setting.</p>	ADHS	Department of Behavioral Health Services System of Care, Bureau of Women’s and Children’s Health	On-going	12/2014 DBHS Update: Conduct behavioral health screenings in the acute care setting; dissemination of health care parity to medical providers and depression screening reimbursement from Medicare. <i>Expansion of self-management programs for chronic diseases.</i> (Italics is not a DBHS update)

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
e.	Expand participation in self-management programs for chronic diseases. And ASHLine referrals.	ADHS - A-HA, Chronic Disease, DES/DAAS	Bureau of Tobacco and Chronic Disease, HSD, HealthCheck Programs		Expand participation in self-management programs for chronic diseases and ASHLine referrals.
f.	Facilitate coordination of immunization efforts among older adults. As defined by the CDC.	ADHS, EDC	The Arizona Partnership for Immunizations, Arizona Immunization Program Office, and local health departments	Ongoing	Facilitate coordination of immunization efforts among older adults as defined by the CDC
g.	Promote access to screening to detect chronic diseases.	ADHS, Chronic Disease	Comprehensive Cancer Coalition, HSD HealthCheck Programs	On-going	
h.	Initiate and coordinate a statewide fall prevention campaign.	ADHS	DES, Area Agencies on Aging, Local Health Department, Gov. Council on Health Status of Women, Injury Prevention	Ongoing	The AZ Fall Prevention Coalition continues to recruit statewide stakeholders and meets regularly. Member participation has expanded to include regional council(s). The Arizona Attorney General's Task Force Against Senior Abuse Health Care Committee created a subcommittee to address ongoing concerns regarding lift assist requests called into the local Fire Departments. The Root Cause Analysis (RCA) results will be

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
			Advisory Council, AZ Fall Prevention Coalition, Inter-institutional partners		shared with AZ Falls Prevention Coalition.  In 2014, two InfoGraphics were created on Falls and Falls related Traumatic Brain Injury (TBI).  In coordination with ADHS OIP the 2013 Falls fact sheet was developed and posted on the A-HA website at: <a href="http://azdhs.gov/phs/healthy-aging/reports.htm">http://azdhs.gov/phs/healthy-aging/reports.htm</a>
n.	Provide education to increase awareness, early detection, and prevention of infectious and communicable diseases including vaccine-preventable diseases, foodborne diseases, vector-borne diseases, valley fever, healthcare associated infections (HAI), STDs, and TB.	ADHS	EDC (Office of Infectious Disease Services, Office of Disease Integration and Services), TAPI, HAI Advisory Committee, Valley Fever Center for Excellence, local health departments	Ongoing	Already been engaged in these activities.
o.	Provide training and evidence-based guidelines to healthcare providers across the continuum of care on how to identify and prevent healthcare-associated infections.	ADHS	HAI Advisory Committee and subcommittees, Arizona Hospital and Healthcare	Ongoing	This is a new initiative - already engaged in these activities.

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
			Association, Arizona Healthcare Association, Health Services Advisory Group, Association for Professionals in Infection Control and Epidemiology (APIC)		
p.	Promote heat illness prevention resources for older adults.	ADHS (EDC Office of Environmental Health)	Statewide Heat Preparedness Working Group, Arizona Healthy Aging, Local Health Departments	Ongoing	OEH facilitates the Statewide Heat Preparedness Workgroup to identify, network and partner with available resources throughout the state. The working group meets quarterly. OEH developed a Heat Safety Toolkit for older adults and published the resource on the web. Toolkit was shared with AZ Area Agencies on Aging.

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

### 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
q.	Provide nutrition resources and education to low-income seniors.	ADHS	Bureau of Nutrition and Physical Activity  County Health Departments  Food Banks	Arizona Seniors Farmers' Market Nutrition Program (AzFMNP) Federal Fiscal Year (FFY) 2014 (April 1, 2014 to September 30, 2014)  Commodity Supplemental Food Program (CSFP) FFY 2014 (October 1, 2013 to September 30, 2014)	In FFY 2014, BNPA served 4,958 seniors through AzFMNP. Services were provided in Cochise, Coconino, Gila, Maricopa, Pima, Santa Cruz and Yavapai counties. The dollar value of the fruits and vegetables provided to seniors was \$148,740.  BNPA also provided food boxes to 12,390 low-income seniors (income less than 130% of Federal Poverty Level) each month through the Commodity Supplemental Food Program (CSFP). Food boxes were distributed in all counties except for Apache, Graham, Greenlee, and Navajo counties. Food box value estimated to be about \$50.00 per month. A request was made to the United States Department of Agriculture (USDA) for an increase in caseload to expand into Apache and Navajo counties.

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

### 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
d.	Provide direct education about healthy eating and active living tailored to improve the dietary and physical activity behaviors of older adults.	ADHS	Bureau of Nutrition and Physical Activity	Ongoing	In Federal Fiscal Year (FFY) 2014, BNPA, through the Arizona Nutrition Network, provided direct nutrition education to 28,340 adults who were 60 years of age or older. These low income older adults were participants or eligible to participate in the Supplemental Nutrition Assistance Program.

### 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.

a.	Identify additional opportunities to expand home and community based services (e.g. consumer-directed care, transitional living assistance).  Expand and enhance Home and Community Based Services. Healthy Brain Initiative- raises awareness of Alzheimer's and Dementia among diverse communities in Arizona, including urban, rural, tribal and border communities. Provides information	AHCCCS, DES  ADHS	Alzheimer's Association- Desert Southwest Chapter	2014-2015	ADHS is collaborating with the Alzheimer's Association Desert Southwest Chapter in the Healthy Brain Initiative. Community Health Workers (CHWs) at an urban, tribal clinic will receive training from the Desert Southwest Chapter on how to provide support to patients and family members while providing community resource information.
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## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

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

	about how to refer patients and/or family members to Desert Southwest Chapter's help line. Work with clinicians and non-clinicians to develop a process to treat and provide follow up for patients and families to ensure they return for appointment, obtain medication, etc.				
b.	Facilitate and support caregiver education and ongoing access to useful caregiver resources.	AHCCCS, DES  ADHS, HSD, HDC	ACHC	Ongoing	By providing Culturally and Linguistically Appropriate Services (CLAS) Standards training (online or face to face) to HCPs working with older adults.

### 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>
a.	Cooperate with state medical schools to support professional training programs that produce gerontological specialists and fill gaps in medical service availability.  Increase use of team based care in health systems. Team based care including: physician, nurse, pharmacist, community health worker, behavioral health practitioner, etc.	AHCCCS  ADHS	University of Arizona Prevention Research Center	2012-2017	ADHS has a standing Intergovernmental Agreement with Maricopa County Department of Public Health through which a Request for Proposals was granted to Native Health Community Health Center in Phoenix, Arizona. This funding supported the integration of 2 Community Health Workers into the clinic. This is an example of integrating and developing the Community Health Worker workforce.

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

### 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.	Provide leadership to statewide workforce development efforts.  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 Committee, Area Agencies on Aging , Arizona Health Care Association, Leading Age	On-going	See DES 2014 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	12/2014 DBHS Update: DBHS will participate in creating a strategic plan around behavioral health challenges facing older adults. Through this partnership strategies will be developed to address this target population.
k.	Work with policy makers, educators, healthcare providers and consumers to develop and advocate for policies, programs and other mechanisms that increase the professional status, quality and number of direct care workers.	GACA  ADHS	Arizona Community Health Outreach Workers Network	2012-2017	ADHS collaborates with the Arizona Community Health Outreach Workers Network to plan an annual statewide conference for Community Health Workers to receive information including how to meet the growing care needs of the aging population in Arizona. For example, 2014 Conference collaboration was made with Desert Southwest Chapter of the Alzheimer's Association, which hosted one of the highest attended training/information sessions for CHWs.

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

**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>
	Community Health Worker Training / Conference.				

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
b.	<p>Increase the retention rate of older employees.</p> <p>Develop a Community Health Worker (CHW) strategy to assist in the implementation of strategies to promote linkages between health systems and community resources.</p>	DES, ADHS	University of Arizona Prevention Research Center	2012-2017	Promoting the Community Health Worker workforce within our state in order to strengthen the sustainability of this profession within health care systems. Addressing areas of sustainability, certification and workforce development.

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

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

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
b.	<p>Provide resources and administrative support for the expansion of the medical campus in downtown Phoenix and its programs.</p> <p>By providing, as needed, language access service (LAS) resources to stakeholders working with older</p>	ABOR  ADHS, HDC	ACHC	Ongoing	

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

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

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

### Objective 6.3: Create working partnerships across state agencies and with private entities to improve the state's ability to develop the business and 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	ADHS, Area Agencies on Aging, LHD, community agencies	On-going	See DES 2014 response.

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

### 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		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
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, Health Care Association, Arizona Hospital and Healthcare Association, Centers for Medicare and Medicaid Services (CMS)	On-going	12/2014 DBHS Update: DBHS will participate in creating a strategic plan around behavioral health challenges facing older adults. Through this partnership strategies will be developed to address this target population.

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

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

h.	Implement legislation on medical techs in long-term care facilities.	ADHS	Lead-Az Board of Nursing		
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#### Objective 7.2: Establish regulations and policies to promote quality of care in all settings.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
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 10/1/2013.
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 10/1/2013. 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.	<p>Increase regulation and oversight of assisted living facilities, emphasizing increased training requirements for behavioral health issues, quality of life, safety, nutrition and physical activity.</p> <p>New rules that took 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</p>	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.

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

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

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### Goal 8: Promote effective and responsive management for all aging services.

To adequately serve the growing numbers of older Arizonans, changing the way the State does business must be coupled with identifying and developing new funding mechanisms, innovations in service delivery systems and expanding collaborative efforts among state agencies.

#### Objective 8.1: Leverage federal funds and use creative financing strategies to provide the necessary resources to address the needs of a growing aging population.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
g.	Leverage funding to strengthen and enhance aging services in the state.  Federal and State Tobacco Tax funding has been identified to address diabetes, heart disease, chronic lower pulmonary disease, cancer, Alzheimer's and stroke in adults residing in Arizona.	DES  ADHS	Office of Chronic Disease; Local county health departments, community organizations	Ongoing	All 15 local county health departments are receiving state tobacco tax funding to implement strategies to address the four leading causes of death in Arizona.

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Federal and State Tobacco Tax funding has been identified to promote training and professional development for the ADHS Office of Chronic Disease Staff and managers.	ADHS	CDC	Ongoing	

## Arizona Department of Health Services (ADHS) 2014 Aging 2020 Update By Goal

<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

## Arizona Department of Public Safety (DPS) 2014 Aging 2020 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.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
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 calendar year 2014, AZ DPS received and responded to 14 Community Outreach and Education (CORE) requests with 3323 people attending.

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

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

## Arizona Department of Public Safety (DPS) 2014 Aging 2020 Update by Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
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 agency-wide required training for civilians took place in calendar year 2014. 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.
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

## Arizona Department of Public Safety (DPS) 2014 Aging 2020 Update by Goal

### 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.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
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 14 Community Outreach and Education (CORE) requests with 3323 people attending.

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

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

## Arizona Department of Public Safety (DPS) 2014 Aging 2020 Update by Goal

### 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.

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
f.	Develop a skills inventory and training programs for retirees and potential volunteers to serve as instructors, serve on advisory committees and in public information and data services roles.	DPS	DPS Community Outreach and Education (CORE) Unit	Ongoing	Twenty-nine separate retiree and potential volunteer classifications and job descriptions are posted on the internet. Documented savings through the use of retirees and volunteers was \$283,781 for January through October, 2014. 223 volunteers donated 12,207 hours.

## Arizona Department of Public Safety (DPS) 2014 Aging 2020 Update by Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
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 (MSC) which sets provisions for employment and compensation	Ongoing	Merit System Rules Advisory Committee meets on a 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.

## Arizona Department of Public Safety (DPS) 2014 Aging 2020 Update by Goal

### 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.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
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 FY13-18 with executive, management, supervisor, and employee participation. Plan includes consideration of strategic issues from Aging 2020. Agency staff monitored list servers for information on seniors in law enforcement and responded to inquiries from planners in other states.

<u>Key:</u>	<u>Participating State Agencies and Boards</u>
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ADOT	Arizona Department of Transportation
AG	Arizona Attorney General's Office
AHCCCS	Arizona Health Care Cost Containment System
AOT	Office of Tourism

## Arizona Department of Public Safety (DPS) 2014 Aging 2020 Update by Goal

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

## Governor's Advisory Council on Aging (GACA) 2014 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 on Aging, Independent Living Centers, Division of Developmental Disabilities, Governor's Advisory Council on Aging, Alzheimer's Association	7/1/2008-6/30/2014	See DES 2014 Update

## Governor's Advisory Council on Aging (GACA) 2014 Aging 2020 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 2.3: 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
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 Aging 2020 participating state agencies, GACA liaisons, Aging Network	Ongoing	Governor's Advisory Council on Aging (GACA) voted to make this a part of their priority focus for 2015. More than 35 educational presentations on current issues of concern to older Arizonans were offered as part of the GACA meetings in 2014.
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	Committee ended September 12, 2014	After completion of their strategic process in 2014, the Governor's Advisory Council on Aging voted to sunset the Mature Workforce Committee (MWC) and focus on overall concerns of aging in community. MWC members were invited to participate in the new Aging in Community Committee (AICC) and/or the ongoing Legislative and Policy Coordinating Committee that tracks legislation at the state and federal level impacting older adults and leads

## Governor's Advisory Council on Aging (GACA) 2014 Aging 2020 Update By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
					efforts of the Council's Senior Action Days. GACA staff continued to update resources of the Az Mature Worker Website; twenty nine Mature Worker Friendly Certified Employers chose to become recertified in 2014. DES Division of Aging & Adult Services Mature Workforce Program cited as potential leader for ongoing efforts of promoting value of mature workers.

## Governor's Advisory Council on Aging (GACA) 2014 Aging 2020 Update By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
q.	Promote awareness and provide education on the varying phases of aging to address the phases.	DES	GACA/ALL	7/2005 - Ongoing	DES 2014 Update - No activity at this time.

## Governor's Advisory Council on Aging (GACA) 2014 Aging 2020 Update By Goal

### 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.**

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
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 2014 Update
f.	Facilitate coordination of immunization efforts among older adults.	ADHS	TAPI, GACA		See ADHS 2014 Update

## Governor's Advisory Council on Aging (GACA) 2014 Aging 2020 Update By Goal

### 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.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
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.	Arizona Department of Transportation (ADOT)	GACA	Ongoing	In 2014, GACA received updates on efforts to improve access to the ADOT procedure for reporting unsafe drivers and the posting of the fact sheet created for physicians who report unsafe drivers. The ADOT Liaison also reported on updates to the GrandDriver Brochure offered as an information and referral piece for older drivers and caregivers. Information on coordinated mobility management efforts in the state impacting older adults was shared as well.

## Governor's Advisory Council on Aging (GACA) 2014 Aging 2020 Update By Goal

### 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>
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	Governor's Advisory Council on Aging, University of Arizona, Area Agencies on Aging	Ongoing	DES 2014 Update – DES implemented the Arizona Respite Locator, an online service that connects direct care respite workers with family caregivers seeking respite. The website also has extensive information and training that can be accessed by direct care workers that register on the website.
j.	Provide creative incentives to those providing direct care to the elderly.	AHCCCS		Beginning 2013	DES 2014 Update - AHCCCS took over as the lead agency overseeing the Direct Care Worker program.

## Governor's Advisory Council on Aging (GACA) 2014 Aging 2020 Update By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
b.	Increase employment opportunities with a living wage and training opportunities for older Arizonans.	DES	Governor's Advisory Council on Aging, Area Agencies on Aging, Pima County One-Stop center, Achieve Human Services	10/1/2005 - Ongoing	See DES 2014 Update
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	

## Governor's Advisory Council on Aging (GACA) 2014 Aging 2020 Update By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
x.	Coordinate with the Department of Administration, as appropriate, and assist in developing retirement transition opportunities as appropriate for aging state workers.	GACA	ADOA	Task Completed	State of Arizona certified as Mature Worker Friendly Employer in 2010; recertified in 2014

## Governor's Advisory Council on Aging (GACA) 2014 Aging 2020 Update By Goal

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

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
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. Aging 2020 partners participate in related activities such as the Fall Prevention Coalition and the Arizona Alzheimer's Task Force.

## Governor's Advisory Council on Aging (GACA) 2014 Aging 2020 Update By Goal

### Objective 6.4: Implement human resource policies that balance the needs of state employers with the changing needs of an aging workforce.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
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	The Advisory Council on Aging conducted an internal review in 2014 that resulted in restructuring of priorities and committee structure. GACA selected new priority areas of focus and created the Aging in Community Committee to address overall concerns of aging Arizonans. GACA voted to maintain the Legislative and Policy Coordinating Committee to help coordinate advocacy agendas for aging issues. GACA continues to support work of the Arizona Fall Prevention Coalition and the Arizona Alzheimer's Task Force and their efforts to develop and promote policy initiatives related to dementia.

## Governor's Advisory Council on Aging (GACA) 2014 Aging 2020 Update By Goal

### 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>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Participate in the Interagency Council on Long Term Care, the Governor's Advisory Council on Aging, 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	12 state agencies/offices remain actively engaged in Aging 2020 and share resources and information in an effort to enhance awareness of aging concerns. Shared materials were posted on the Aging 2020 webpage: <a href="http://www.azgovernor.gov/aging/Aging2020.asp">http://www.azgovernor.gov/aging/Aging2020.asp</a> .

## Governor's Advisory Council on Aging (GACA) 2014 Aging 2020 Update By Goal

<b>Key:</b>	<b>Participating State Agencies and Boards</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 General's Office
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AOT	Office of Tourism
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GOA	Governor's Office on Aging