

2013 Aging 2020 Update By Goal

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

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

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

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

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

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

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

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

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

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

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

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

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

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

				<p> 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 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 & Aging BIS 394 Death & Dying Intradis Approach JHR 598 Issues in Death & Dying MAS 550/REL 585 Issues in Death and Dying PHI 494/REL 494 Phil Issues in Death & Dying REL 205 Living and Dying SHS 350 Brain Memory and Language BIO 394/HPS 394 BioethicsinFilm:DyingandDeath ASB 353/SOC 353 Death&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>
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				<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		
D. Strengthen existing collaboration between community college and university systems to enhance postsecondary education.		ABOR	Community Colleges across the state	<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 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</p> <p>on key gerontological issues; over 100 topics are fully available online through POGOe.</p>

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

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
I.	Develop or enhance interagency agreements with vocational schools, community colleges and universities to include, to the extent feasible, University Medical Center and the Arizona State/University of Arizona Medical School-Phoenix for the delivery of outpatient and inpatient services to inmates.	ABOR			August 2013: ASU College of Nursing and Health Innovation maintains an active partnership with the Department of Corrections that places student interns in Arizona correction 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			<p>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 Outcomes 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. Our masters and doctoral students in the Counseling Psychology Program in School of Letters and Sciences can do field placements at Southwest Behavioral Health Hospital where they will learn to run groups with older individuals who may have suffered strokes, heart attacks, etc. Our School of Social Work (SSW) houses the Office of Gerontological Social Work</p> <p>initiatives which includes a focus on workforce development and interprofessional education and practice with geriatric health professionals. A foundational Graduate Certificate in Gerontology (7 credits) awarded through the UA Geriatric Education Center is offered in collaboration with the School of Social Work, including a one-credit internship in an aging-specific setting. The SSW works collaboratively with UA, NAU and other ASU health professions programs to develop and deliver a variety of interprofessional practice exercises and mini-courses that include aging-related content for health professions students. An undergraduate Gerontological Social Work Endowed Scholar has been established to support interest in aging. We have placements for MSW students at the VA Hospital in Phoenix, VA nursing home units, and other non-institutional settings. In addition, we have many students placed at other area hospitals working with older clients. We also have students working with agencies such as hospice providers, nursing homes, Department of Economic Security Adult Protective Services, as well as mental health agencies.</p>

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>	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments

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

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

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>	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments

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

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

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

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

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>	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Identify additional opportunities to expand home and community based services (e.g. consumer-directed care, transitional living assistance)		NAU Civic Service Institute, Senior Companion Program	On-going	132 Senior Companion volunteers provided 109,687 hours of one-to-one services to homebound or disabled elderly clients in Apache, Navajo, Coconino, Yavapai, Mohave and Maricopa Counties to approximately 450 clients.
b. Facilitate and support caregiver education and ongoing access to useful caregiver resources.		NAU Civic Service Institute, Senior Companion Program	On-going	132 Senior Companion volunteers were provided four hours of monthly in-service training regarding client care.

Objective 5.2: Create a stable and well-trained (in aging) workforce sufficient to meet the growing care needs in Arizona.

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

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

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

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

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

Objective 6.1: Develop programs and approaches to close the Adult Protective Services in the state's current aging services infrastructure and delivery system especially to underserved areas.

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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 Pheonix 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 U of A 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.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments

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

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

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

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

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

Goal 8: Promote effective and responsive management for all aging services.
 To adequately serve the growing numbers of older Arizonans, changing the way the State does business must be coupled with identifying and developing new funding mechanisms, innovations in service delivery systems and expanding collaborative efforts among state agencies.

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

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

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

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

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

<u>STRATEGIES</u>	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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			ASU's College of Nursing and Health Innovation works with a number of private organizations and public agencies to identify, develop, and disseminate best practices for health delivery to an aging population. CONHI faculty partner with DES and aging services network partners on four U.S. Administration on Aging grants to develop and evaluate new integrated service delivery models related to respite care and to dementia family care giving. CONHI faculty also serve with state agency staff and other network partners on the Governor's Council on Aging Social, Health & Alzheimer's Committee as well as the State Task Force to develop a state plan for Alzheimer's Disease. The Center for Healthy Outcomes in Aging and the Hartford Center of 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 U of A Geriatric Education Center on the Arizona Faculty Aging Scholars Program, and the U of A Center on Aging on a telemedicine grant, which provides linking interdisciplinary teams in Phoenix and Tucson. The School of Social Work works in collaboration with DES to design and evaluate service models.

					<p>The U of A 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 serves 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 U of A 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. U of A ACOA faculty serve on the Pima Council on Aging Board of Directors, on the Governor's Council on Aging Social, Health & 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</p> <p>in Aging Grand Rounds each month. The ACOA/AzGEC supports monthly geriatric grand rounds that is tele-videoconferenced across the state, including ASU and the Pima Council on Aging.</p>
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Objective 8.4: Promote training and professional development of staff and managers.

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

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

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

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

Arizona Department of Administration (ADOA) Update By Goal

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
f. Promote health and wellness initiatives for State employees.	ADOA	Benefits	Ongoing	Wellness program successfully completed the second 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 2013: Nutrition and Fitness; Healthcare Consumerism; Mental Health; and Diabetes. Program achievements include hosting 31 health seminars, over 140 screenings, and more than 160 flu clinics which served close to 14,000 state employees. Planning has begun for 2013/14 and efforts continue to encourage positive health behaviors and keep employees and members aware of the Wellness support services.
r. Ensure the State Fulfills its Mature Worker Friendly Employer Pledge	ADOA	Employment	Ongoing	State HR Managers and Staff received Arizona Mature Worker Friendly Employer training in 2011. Posters and bumper stickers been distributed to State agencies to advertise we are a mature worker friendly employer. ADOA is an active participant on both the Mature Workforce Committee and the Governor's Aging 2020 Committee, and retains certification as a Mature Worker Friendly Employer in November 2012 and the recertification will extend through November 2014. In September 2013, a recruiter represented ADOA at a job fair hosted by the Governor's Office on Aging.
s. Perform workforce analysis and provide proactive recruitment based on analysis.	ADOA	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.

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

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

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
k.	Perform workforce analysis and proactive recruitment.	ADOA	Human Resources (HR)/Employment	Ongoing	See 2.4 s response
l.	Enhance our recruiting efforts for military veterans, retirees and the mature workers	ADOA	Human Resources (HR)/Employment	Ongoing	The Department of Administration's recruitment efforts were revitalized by attending more job fairs and making a greater presence in the job market. In 2013, recruiters attended 3 career fairs hosted by Hiring Our Heroes to reach out to veteran job seekers. ADOA was also represented at a job fair sponsored by the City of Phoenix to interface with mature workers. 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. Researching feasibility of a "Veteran's" internship program.
s.	Establish the State of Arizona Management Intern Program to attract, develop and retain talented individuals with an interest in a state government management career.	ADOA	Human Resources (HR)/Employment	Pilot this program beginning in January 2014 - ongoing	The Department of Administration will launch the State of Arizona Management Intern Program starting in January 2014. This pilot program will target graduates of all ages up to two years after completion of a four-year or higher degree or subsequent post-baccalaureate certification. Selected interns will serve six to nine month assignments with an opportunity to experience the many challenges and rewards of working in state government. Agency leaders from (ADOA, AHCCCS, ADHS, and ADOT) will participate in this pilot program evaluating interns for potential future employment based on requisite skills and successful performance within the organization.

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Create a competitive compensation plan for state employees.	ADOA	Human Resources Department (HRD) Classification and Compensation	Ongoing	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 is continuing to implement the infrastructure to ensure that future salary ranges for each classification are tied to market pricing, ensuring that future salary decisions will be made with reliable data that is readily available.
b. Use claims utilization review to identify health issue and trends; identify employees' needs and focus programs on those needs; assist in controlling and reducing overall medical costs while improving the health of state employees.	ADOA	Benefits	Ongoing	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 implemented has been included below: Implementation of a Medicare Part D EGWP Pharmacy Benefit Evaluation and Updating of the Pharmacy Clinical Guidelines, DPCA Program Split Fill Oncology Program Tobacco Cessation Med Results Program Proton Pump Inhibitor Med Results Program Crestor Med Results Program Onsite and Online Wellness Classes External Claims Audits Review of the End State Renal Claims Process Mayo Health Risk Assessment Medicare Eligibility Verification Antidepressant Dose opt

Key:	Participating State Agencies and Boards
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Attorney General (AG) 2013 Aging 2020 Update By Goal

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
k. Review and revise the Attorney General web site to ensure its suitability for an aging population in accordance with GITA guidelines and resource availability.	AG		Ongoing	

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
f. Use a combination of agency employees and volunteers/retirees to provide community education services on topics such as predatory lending, life care planning, identity theft, etc.	AG		Ongoing	The Arizona Attorney General's Office maintains the Taskforce Against Senior Abuse (TASA), staffed by attorneys in the Medicaid Fraud Unit, the Criminal Division, the Consumer Fraud Division and coordinators in the Community Outreach and Education Division. This statewide taskforce works to promote education on elder abuse issues and to prosecute cases. The internal taskforce advisory group is comprised of members from Department of Economic Security (DES), Department of Health Services (DHS), Area Agencies on Aging (AAA), Adult Protective Services (APS), American Association of Retired Persons (AARP), Veterans Administration (VA), Arizona Corporation Commission (ACC), Better Business Bureau (BBB), law enforcement and other governmental agencies and representatives from the senior services community.
h. Publicize scams and frauds to increase senior awareness.	AG		Ongoing	The Arizona Attorney General's Office created numerous press releases on "latest" scams. Attorney General Tom Horne made numerous appearances on television, radio and print media to promote education and awareness of scams directed towards Seniors. His office acquired the press for each case the Attorney General prosecuted. Additionally, the Attorney General's Office presented at statewide forums targeting senior issues.
i. Expand upon the use and development of culturally relevant and appropriate materials and outreach information for a diverse aging population.	AG		Ongoing	The Arizona Attorney General's Office printed tens of thousands of written materials for free distribution to Seniors. The brochures included "Top Consumer Scams," "The Identity Theft Repair Kit," "Smart Seniors Avoid Scams and Fraud" and "Abuse, Neglect and Exploitation of the Elderly." Additionally, the Attorney General's Office was awarded the Sears Grant in the amount of \$35,000 to create and distribute a new Financial Exploitation Tool Kit brochure to bring more awareness to an evergrowing issue. The office also prints and distributes the "Life Care Planning Packet" as well as a Life Care Planning DVD. The Community Outreach and Education Division's presentations included Life Care Planning, Consumer Scams, Identity Theft and TASA. The office also participated in numerous community outreach events for the Senior population.
j. Educate the aging population about their rights under the civil rights and consumer fraud laws, and enforcement processes of the AG's office through public awareness campaign, satellite offices, and partnerships with community groups, volunteers, and federal, state and local agencies.	AG		Ongoing	The Arizona Attorney General's Office educated the aging population on their rights under the civil rights laws, consumer fraud laws and enforcement processes of the Attorney General's Office. This was done through public awareness campaigns, satellite offices, information tables, partnerships with community groups, volunteers, law enforcement. and federal, state, and local agencies.

Goal 4: Increase the safety and well-being of older Arizonans.

Safety in our communities is important for ensuring both the health and financial well-being of older adults. With increasing numbers of older adults living in their homes and living alone, maintaining safe communities will need more attention and take new strategies.

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
e.	Work to prevent the diverse aging population from becoming victims of civil rights violations, including age discrimination, consumer fraud scams and criminal activity.	AG		Ongoing	The Arizona Attorney General's Office's Taskforce Against Senior Abuse works to promote education on elder abuse issues and to prosecute cases. The Community Outreach and Education Division continues educating across the state of Arizona by having presented an estimated 150 presentations in 2013, in which the office spoke to senior groups, church groups, hospital employees, corporations, Rotary Clubs, Lions Clubs, Kiwanis Clubs, service providers, and military veterans.
f.	Combat fraud and discrimination against the diverse aging population by investigating complaints, filing lawsuits, resolving claims and/or mediating using Attorney General staff and volunteers.	AG		Ongoing	The TASA Hotline received and addressed over 878 senior complaints/inquiries. Of those received, 225 resulted in Consumer Complaints. The Consumer Information and Complaints Division handled an estimated 11,340 complaints. This figure represents all consumer complaints received, seniors and otherwise.
g.	Identify new fraud and discrimination issues that may have an adverse impact on the diverse aging population and evaluate whether the issues should be addressed through coordination with other state or federal agencies, regulatory or legislative change or litigation.	AG		Ongoing	The focused efforts to prosecute crimes against Seniors were strengthened through increased collaboration with governmental agencies to make efforts more efficient and effective.
h.	Advocate for victims' rights and publicize outcomes of civil and criminal cases.	AG		Ongoing	Cases prosecuted or currently active: 18; Total number of defendants prosecuted: 15; Pending Criminal investigations (not yet indicted): 9 criminal prosecutions which resulted in sentences ranging from probation to 2.5 years in prison. The Health Care Fraud and Abuse Section prosecutes cases involving health care fraud as well as physical and sexual abuse of vulnerable adults; particularly in AHCCCS-funded facilities. We also handle numerous financial exploitation of vulnerable adults cases.
i.	Monitor and provide legal input with respect to legislation and government agency policies and procedures involving civil rights and consumer fraud issues that may affect the aging population.	AG		Ongoing	The Attorney General's Taskforce Against Senior Abuse (TASA) advisory group has been instrumental in aiding in the efforts to bring minimum regulation to the Non-Medical Home Care industry. The non-medical home care industry provides care services to the elderly and most vulnerable population in Arizona. Today, there is no regulatory oversight for this industry. There was a Sunrise hearing on December 10, 2013, in which the recommendation was passed with a 6-2 vote and will be presented in the 2014 Legislative Session.

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
i. Continue to develop, expand and publicize services offered to the general public through statewide satellite offices including use of trained volunteers.	AG		Ongoing	The Community Outreach and Education Division has continued to develop, support and publicize services offered through statewide satellite offices with the use of trained volunteers. Attorney General Tom Horne has recognized the volunteers for their years of service and certificates have been awarded.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
o. Help prevent fraudulent schemes and financial crimes committed against the elderly through public education, training and enforcement.	AG		Ongoing	The Community Outreach and Education Division has successfully continued to provide outreach and education through the Taskforce Against Senior Abuse (TASA). The Attorney General's Office has successfully prosecuted cases directly received from TASA.

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AHCCCS	Arizona Health Care Cost Containment System
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) 2013 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.

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Enhance information systems to improve access to information related to senior health issues.	AHCCCS		Completed	
b. Review and revise the AHCCCS Web site to ensure its suitability for an aging population.	AHCCCS		Ongoing	AHCCCS continues to make improvements to its website in order to ensure optimal access for AHCCCS/ALTCS members.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Offer affordable premium-based insurance (i.e. Health Care Group) to small businesses.	AHCCCS		Completed	The Affordable Care Act provides healthcare coverage options for small businesses
b. Evaluate emerging technological opportunities such as telemedicine.	AHCCCS		Completed	AHCCCS offers guidance to Contractors in the AHCCCS Medical Policy Manual Chapter 320 regarding parameters for the use of telemedicine in the provision of services
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.

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
d. Evaluate the efficiency, effectiveness, and cost-benefit of technological advancements that allow individuals to remain safely in their homes.	AHCCCS		Ongoing	No specific report for 2013. AHCCCS continues to research options for Electronic Visit Verification for home and community based services provided in the 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.

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

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

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

Objective 5.1: Provide support for families in their efforts to care for their loved ones at home and in the community.					
STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Identify additional opportunities to expand home and community based services (e.g. consumer-directed care, transitional living assistance).		AHCCCS, DES	Area Agencies on Aging	Completed	AHCCCS implemented the Agency with Choice, member-directed option January 1, 2013. This model will allow ALTCS members to self-direct their services while being afforded the security of continuing to work with an attendant care agency. The new model completes the continuum of member-directed options including self-directed attendant care that has been available to members since 2008.
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.
Objective 5.2: Create a stable and well-trained (in aging) workforce sufficient to meet the growing care needs in Arizona.					
STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Cooperate with State medical schools to support professional training programs that produce gerontological specialists and fill gaps in medical service availability.		AHCCCS		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.

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

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

Objective 6.1: Develop programs and approaches to close the Adult Protective Services in the state's current aging services infrastructure and delivery system especially to underserved areas.

<u>STRATEGIES</u>	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Investigate alternatives for financing currently uncovered services, specifically vision, hearing, and dental services.	AHCCCS		Ongoing	The current economic climate requires that AHCCCS focus on the preservation of existing services.
b. Support the infrastructure of Federally Qualified Health Centers and other existing providers in underserved areas.	AHCCCS		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: Create a stable and well-trained (in aging) workforce sufficient to meet the growing care needs in Arizona.

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

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>	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
b. Require Arizona Long Term Care System (ALTCS) contractors to submit an Annual Network Development and Management Plan that describes strategies for improvement.	AHCCCS		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.
c. Require ALTCS contractors to involve member-provider councils in the identification of methods to improve member accessibility to services.	AHCCCS		Completed	The AHCCCS contract requires that ALTCS Contractors/Health Plans establish a Member Council that will participate in providing input on policy and programs. The council must be chaired by the Contractor's Administrator/CEO or designee and must meet at least quarterly. Every effort must be made to include a cross representation of both members/families/significant others, member advocacy groups and providers that reflect the population and community served. Members/families/significant others and member advocacy groups must make up at least 50% of the membership (new requirement for CYE 12).
d. Prepare for the needs of a growing ethnically diverse population by promoting cultural competency in healthcare education and throughout the healthcare delivery system.	AHCCCS		Completed	The AHCCCS contract mandates that ALTCS Contractors/Health Plans develop a Cultural Competency Plan. The plans are reviewed annually by AHCCCS to ensure compliance.
e. Develop additional incentives for health plans, program contractors and providers of care to meet quality standards and prevention goals (e.g., Pay for Performance strategies).	AHCCCS		Completed	Language pertaining to Pay for Performance and other physician incentive programs has been incorporated into the AHCCCS contract with the ALTCS Contractors/Health Plans. 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.

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
d. Take advantage of federal waiver opportunities to offer flexible long term care and establish principles, programs and payments strategies that encourage and support the delivery of cost-effective, quality services in the least restrictive settings.	AHCCCS (ALTCS)		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.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c. Partner with the Center for Medicare and Medicaid Services to integrate services for dual eligible seniors.	AHCCCS		Ongoing	All ALTCS Contractors/Health Plans are SNPs. AHCCCS continues to explore options for alignment of dual eligible members.

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Arizona Office of Tourism (AOT) 2013 Aging 2020 Update By Goal

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
Revisit and modify the content and format of the agency Web site with possible options of large font and readability using talking browser programs. Develop large print options for the Official State Visitor Guides.	AOT		Efforts Ongoing	Web browsers provide viewers with choice of view size for readability. Web site redesign minimizes use of column formats to create better compatibility with screen reader units.

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

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

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
b. Provide customized workshops during the annual Governor's Conference on Tourism to address issues facing the aging population and tourism.	AOT		Efforts Ongoing	
c. Use web site to offer coordinating information about tourism and the aging population to industry constituents.	AOT		Efforts Ongoing	Efforts Ongoing
d. Use studies to drive the development of tourism programs, tourism promotions, and education/awareness, regarding issues that relate to travel/tourism and the aging population.	AOT		Efforts Ongoing	Efforts Ongoing

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
f. Coordinate with industry constituents to develop a volunteer opportunity database and increase knowledge about jobs and opportunities available to the aging workforce, and to communicate these opportunities to the aging population.	AOT		Efforts Ongoing	AOT continues to offer opportunity for industry constituent links to appear on AOT websites. Efforts ongoing.

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Department of Economic Security (DES) 2013 Aging 2020 Update By Goal

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

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

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
d.	Develop One-Stop Resource Centers across the state to make it easier to access information on a variety of aging-related topics, issues, and services.	DES, AHCCCS	Area Agencies of Aging, Independent Living Centers, Division of Development Disabilities, Governor's Council on Aging, Alzheimer's Association	7/1/2008 – 6/30/2014	As of 2013, four ADRC partners have active Care Transitions programs, and all six have strengthened their relationships with regional medical centers and trained staff on transition issues. A total of five partners currently offer Options Counseling, with services within a Center for Independent Living being aligned with existing Independent Living Counseling and/or Peer Mentoring. In the last six month reporting period that ended in Spring of 2013, the statewide ADRC received 109,162 contacts from consumers, caregivers, and professionals. Of those contacts, a total of 52,257 were reported as ADRC Clients, meaning they received some type of service such as counseling, assistance, or referral.
e.	Utilize existing resources such as State Health Insurance Program and Benefits Check Up to expand life choices and information on benefits program.	DES	Area Agency on Aging	Task completed	

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

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

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
d.	Pursue changes to Arizona Health Care Cost Containment System (AHCCCS) eligibility to benefit low-income individuals in the workforce.	DES, AHCCCS	Senior Community Services Employment Program	Ongoing	Senior Community Services Employment Programs Coordinator began attending monthly meetings with the Arizona Employment and Disability Partnership in June 2013 and will work with the Arizona Health Care Cost Containment System to pursue changes to the Arizona Health Care Cost Containment System's eligibility.
e.	Support statewide Respite Coalition incorporating aging and disability community.	DES		Ongoing	The new Lifespan Respite Program grant was awarded to Arizona in 2012 and has already produced two new major additions to Arizona's caregiver support: a self-directed respite voucher program, along with an online registry designed to help families access respite workers.
f.	Outreach of services for homebound special needs population.	DES		Ongoing	No activity at this time.
g.	Expand service areas to include non-profit, faith-based agencies that serve children/youth that have been abused.	DES		Ongoing	DAAS staff continues to participate on the DES Faith-Based and Community Organization (FBCO) Workgroup which meets bimonthly to discuss division specific faith-based initiatives and share information on community events open to DES participation. When a community event is presented, the DAAS staff representative on the FBCO Workgroup shares this information with the DAAS Executive Team. Within DAAS, the Refugee Resettlement Program initiated a three year VISTA Project in 2012 that is focused on building linkages between RRP, RRP's contractors and Faith-Based Organizations.
h.	Facilitate entry into support systems and services.	DES		Ongoing	Regional AZ Links partnerships continue to provide statewide coverage (except in tribal areas). The online screening tool and the regional telephone assistance call centers provide information and referrals.
k.	Assess the needs and Adult Protective Services in domestic violence and sexual assault services to aging population in Arizona.	DES	State Agency Representatives on State Agency Coordination Team	Ongoing	In 2013, the State Agency Coordination Team members continue to evaluate their funding supports to assess the impact the services made on reaching late life victims of domestic violence.

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Develop culturally appropriate awareness campaigns to educate communities on elder abuse and other aging-related issues.	DES	Spanish news media	9/1/11 - Ongoing	In August 2013, a Spanish direct mail campaign to 7500 individuals was developed to target the Latino low income Medicare beneficiaries promoting Medicare Savings Program, Low Income Subsidy, and prescription drug assistance.
b. Increase the cultural and linguistic competency of aging services provided statewide.	DES	Area Agencies on Aging's, Alzheimer's Association-Desert SW Chapter, University of Arizona Center on Aging, Arizona State University, Direct Care Workforce Committee	7/1/2005-Ongoing	The translation of CarePRO, a program that assists family caregivers, into Spanish is underway and will be completed in early 2014.
k. Collaborate with experts in the field to develop and provide training opportunities for professionals and others who have contact with older and vulnerable adults.	DES	Adult Protective Services/Direct Care Workforce	Ongoing	The DES Division of Aging and Adult Services, Adult Protective Services staff provided training aimed at law enforcement personnel as part of their continuing education requirements. Adult Protective Services continues to provide in-services about the Adult Protective Services to various organizations and community agencies. The Direct Care Workforce curriculum, Principles of Caregiving, is available free of charge on the website www.azdirectcare.org to providers, workers, and families, both in English and Spanish.
l. Coordinate to assist repatriates to settle back in the United States (International Social Services/Child Protective Services/Refugee Resettlement).	DES	Refugee Resettlement Program	12/31/2008 – Ongoing	In 2013, the Arizona Refugee Resettlement Program assisted with the repatriation of six U.S. Citizens. One individual was an adult. The remaining five individuals were minors. Two of the minors were placed in CPS custody. The remaining three minors were siblings who joined a grandmother in Arizona. The grandmother accepted custody of the minors and signed a decline for repatriation assistance and services from the program.
m. Promote education on retirement planning.	DES	Aging and Disability Resource Center (ADRC)/State Health Insurance Assistance Program (SHIP)	Ongoing	The State Health Insurance Assistance Program, in conjunction with Arizona Beneficiary Coalition, hosted an annual educational seminar on all aspects of retirement planning, 60 guests attend the event. Guests speakers from the Social Security Administration, the Centers from Medicare and Medicaid Services, Area Agency on Aging, Region One, are some of the key presenters at this event.

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

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.

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 to	DES		2010-2014 Ongoing	In the Fall of 2013, the State Health Insurance Assistance Program developed a comprehensive Partnership Tool Kit. This tool kit is being
k. Increase outreach – specific to Medicare preventative services and Medicare Part D.	DES	Governor's Council on Aging/ALL	7/2005-Ongoing	The Division of Aging and Adult Services continued to coordinate over 700 statewide educational and outreach events with the Area Agencies on Aging.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
q. Promote awareness and provide education on the varying phases of aging to address the phases.	DES	Governor's Council on Aging/ALL	7/2005 - Ongoing	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/AZDHS	Area Agencies on Aging, Arizona Living Well Institute	Ongoing	The Division of Aging and Adult Services continues to work in collaboration with the Department of Health Services and the Arizona Living Well Institute to enhance the Healthy Living/ Chronic Disease Self- Management Education and Diabetes Self-Management Program with the Area Agencies on Aging.
b. Promote independence through the availability and accessibility of non-medical home and community based services.	DES	Governor's Council on Aging, Area Agencies on Aging	9/30/05 - ongoing	The Division of Aging and Adult Services continues to implement Chronic Disease Self-Management (Healthy Living) workshops and a fall prevention program named A Matter of Balance throughout the state. The Division of Aging and Adult Services continues to partner with Department of Health Services to implement Chronic Disease Self-Management Education and Diabetes Self-Management . Health and Wellness Coordinator continued to participate on the Falls Prevention Coalition.
c. Expand efforts to educate individuals about life care planning options and end-of-life options.	ADHS, DES	Caring Choices Coalition, Life, AZ Links Consortium	2009 - ongoing	Process began in 2013 to develop a new online searchable database (AZ Links) which will allow Arizonans to identify life care planning or end of life options on their own.
k. Create partnerships with community resources to deliver the most appropriate age specific wellness programs designed to assure active life styles and independency.	DES/AZDHS	Area Agencies on Aging, Arizona Living Well Institute	Ongoing	See 3.2.a
l. Utilize research and monitor trends that facilitate outcomes to enhance program development.	DES		Ongoing	Annual program evaluations continued in 2013.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Conduct an inventory of wellness programs and resources within local communities in partnership with Area Agencies on Aging's to identify local entities that conduct health and wellness programs.	DES	Area Agencies on Aging	Task Completed	
b. Decrease isolation of elders, with particular emphasis on rural and ethnic elders.	DES	DES & Area Agencies on Aging	Task Completed	
c. Promote visitation programs to the homebound.	DES	DES	Ongoing	No activity at this time.
e. Increase access of the family caregiver support services.	DES	Area Agencies on Aging & Arizona Caregiver Coalition	Ongoing	The toll-free Caregiver Resource Line served 652 caregivers as of November 2013. It is anticipated that after a current marketing campaign is complete, this method of accessing information on available services will assist hundreds of caregivers a month. Additionally, a new online resource database that will be part of AZ Links will allow caregivers to find supportive resources statewide.
f. Increase the number of eligible older adults receiving food stamps.	DES		Ongoing	During 2013, the State Health Insurance Assistance Program conducted various statewide media campaigns to reach out to those low income beneficiaries in rural and hard to reach areas, as well as to potentially eligible clients in culturally diverse populations. The media campaign included information about the Supplemental Nutrition Assistance Program. The Division of Aging and Adult Services also continues to partner with the Arizona Nutrition Network to promote nutrition for older adults through the USDA's Supplemental Nutrition Assistance Program.
g. Integrate the principles of self determination, into models of care for case managers to promote putting decisions in the hands of the consumers and families.	DES	Area Agencies on Aging	Ongoing	In 2013, as part of the Lifespan Respite Program, a voucher program to incorporate more consumer choice was developed and will be implemented in 2014. The Division of Aging and Adult Services and Area Agencies on Aging are discussing options for putting into place additional self-directed services.

Goal 4: Increase the safety and well-being of older Arizonans.

Safety in our communities is important for ensuring both the health and financial well-being of older adults. With increasing numbers of older adults living in their homes and living alone, maintaining safe communities will need more attention and take new strategies.

Objective 4.1: Promote new and existing strategies to improve community safety for older adults.

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c. Expand service integration efforts to include the safety and well being of older Arizonans.	DES	Area Agencies on Aging	3/2005 - Ongoing	The Division of Aging and Adult Services continues to monitor emergency preparedness plans to address the needs of "at risk" adults. The Division continues to rehearse bi-annual disaster preparedness exercises with other DES Divisions and County agencies. The Division of Aging and Adult Services will also participate in a statewide emergency preparedness coalition to ensure needs of older adults and people with disabilities are addressed.
d. Initiate an education campaign to prevent elder abuse and heighten awareness to recognize the signs of elder abuse.	DES		7/2005 - On hold	On hold due to limited resources.
e. Build a continuum of accessible services to meet victim's service needs.	DES		7/5/2005 - Ongoing	Adult Protective Services and Area Agency on Aging, Region One continues to utilize the Cooperative Agreement in an effort to assist Adult Protective Services clients with expedited in-home services. This process assists in decreasing the Adult Protective Services recidivism rate. In 2012, the National Adult Protective Services Association designated the Arizona Adult Protective Services and Area on Agency on Aging's initiative as a "best practice" model for Adult Protective Services Programs across the nation. In 2013 the Western Arizona Council of Governments Area Agency on Aging joined Region One, Inc. in expediting services to Adult Protective Services clients.
f. Work with local, county and private partners to identify existing problems and resources.	DES		7/5/2005 - On hold	The Adult Protective Services Program is working with local, county and statewide task forces to identify and address issues impacting the safety and well being of vulnerable adults.
g. Coordinate fraud information with Adult Protective Services and Arizona Health Care Cost Containment System (Fraud Unit data), in addition to agencies already involved in fraud prevention	DES		7/5/2005 - Ongoing	In 2013, the Adult Protective Services Program referred a number of high profile cases to local law enforcement and the Arizona Attorney General's Office AHCCCS Fraud Control Unit for investigation and prosecution. The Senior Medicare Patrol Project provides an annual Scam Jam and Shred-a-Thon event in Maricopa County, educating Medicare and Medicaid beneficiaries on health care fraud, errors and abuse.
h. Work to promote the expansion of the "Gatekeeper" Program statewide.	DES		12-31-08 – On hold	On hold due to limited resources.
i. Work with cities, counties, and state agencies to promote safety issues impacting elders, I.e., streetlights, construction sites, safety codes.	DES		On hold	On hold due to limited resources.
j. Partner with each Regional Long Term Care Ombudsman to develop visitation schedule of assisted living facilities within their regions.	DES		Task Completed	

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Provide Adult Protective Service investigators with continuous professional training to improve responsiveness and timeliness of Adult Protective Service investigations.	DES		7/5/2005 - ongoing	No activity at this time.
b. Provide Adult Protective Service investigators with continuous professional training to improve quality and response to reports of incapacitated and vulnerable adults who are victims of abuse, neglect, and exploitation.	DES	DES/CPS &DES/Risk Management	7/5/2005 - Ongoing	In 2013, a new computer based training regarding Core Competencies was launched and it is mandatory for all new Adult Protective Services staff to take before beginning in the field. The training provides new workers a comprehensive guide to the Adult Protective Services' investigation and substantiation process.
c. Cooperate with law enforcement agencies and prosecutors' offices to effectively carry out prosecution of perpetrators of abuse, neglect, and exploitation.	DES	Law Enforcement, AZ Elder Abuse Coalition & AG's office	7/5/2005 - Ongoing	Adult Protective Services continues to work with law enforcement in the investigation of high profile exploitation and abuse cases. The Financial Exploitation Unit, that was established in the summer of 2012, continues to provide financial analysis on exploitation cases.
j. Expand and enhance Adult Protective Services and victim services.	DES		Ongoing	In 2013, 13 new investigative positions and 1 supervisor were added to Adult Protective Services Statewide.
k. Promote respite to mitigate abuse by caregiver.	DES	DES/CPS &DES/Risk Management	Ongoing	The Lifespan Respite project funded respite for caregivers identified by Adult Protective Services as being "at risk", but that project ended on 9/30/12. This process will be sustained as part of the new "Dementia-Capability" grant that was awarded in 2013.

	i. Establish participation with Attorney General statewide Task Force (Elder Abuse).	DES	Law Enforcement, AZ Elder Abuse Coalition & AG's office, Adult Protective Services is part of the new Attorney General's Office Task Force Against Senior Abuse, which members from the private and government sector.	12/31/2008 - ongoing	Adult Protective Services and the State Long Term Care Ombudsman are part of a new Task Force Against Senior Abuse (TASA). The Task Force Mission is: Advise Attorney General Horne and members of TASA in matters concerning the senior citizens of Arizona, including assisting the Attorney General in both identifying statewide senior abuse issues and establishing goals for TASA to combat the identified issues; and encourage the development of a united voice through the formation of partnerships and alliances in communities around the state to identify the needs and concerns of our senior citizens, and to enhance their safety.
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Objective 4.3: To develop an emergency preparation plan to address needs of "at risk" vulnerable adults requiring emergency evacuation.

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Implement the Client Identification Program.	DES		7/20/08-Ongoing	Adult Protective Services continues to offer the Medallion program as needed and accepted. Adult Protective Services has issued approximately 193 medallions to date.
b.	Improve the coordination between Adult Protective Services, Arizona Department of Health Services, Arizona Health Care Cost Containment System, and the Long-Term Care Ombudsman Program in the closure of facilities.	DES	ADHS/Arizona Health Care Cost Containment System	Task completed	

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

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

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Expand and enhance home and community based services (e.g. Transitional living assistance).	AHCCCS, DES	Area Agencies on Aging	July 1, 2006-ongoing	No activity at this time.
b.	Facilitate and support caregiver education and ongoing access to useful caregiver resources.	AHCCCS, DES	Area Agencies on Aging	Ongoing	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 2013, the Family Caregiver Support Coordinator and Senior Community Service Employment Program Coordinator began working together to partner with the Arizona Caregiver Coalition to encourage Arizona companies with employee assistance programs to recognize the needs of family caregivers.

Objective 5.2: Create a stable and well-trained (in aging) workforce sufficient to meet the growing care needs in Arizona.

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c.	Work with local long term care, in-home service providers, and other existing groups to provide training and assistance to caregivers.	ADHS, DES Suggest to remove ADHS as lead (Will see ADHS update first) Suggest adding AHCCCS	Direct Care Workforce Committee, Area Agencies on Aging.	Ongoing	Selected Area Agencies on Aging continue to offer caregiver training to family caregivers and to volunteers. The Direct Care Workforce Initiative continued to promote the Standardized Competencies and Principles of Caregiving Training materials and the Arizona Health Care Cost Containment System based its training requirement on these materials. See also Strategy 2.1k. The new Caregiver Resource Line and a new online resource database will make it easier for caregivers to access training and other supportive resources.
i.	Develop training materials for regional system staff on services and programs.	DES	Governor's Council on Aging, University of Arizona, Area Agencies on Aging	Ongoing	No activity at this time.
j.	Provide creative incentives to those providing direct care to the elderly.	DES		Ongoing	No activity at this time.
l.	Implement applicable recommendations from Citizens Workgroup for Direct Care Workforce (DCW).	DES	AHCCCS	2005-Ongoing	No activity at this time.
m.	Advocate for professional development of direct care professionals.	DES	AHCCCS		See 5.2c

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
b. Increase employment opportunities with a living wage and training opportunities for older Arizonans.	DES	Governor's Council on Aging, Area Agencies on Aging, Mohave County One-Stop	10/1/2005 - Ongoing	The Senior Community Service Employment Program Coordinator re-engaged with the Governor's Advisory Council on Aging Mature Workforce Committee in January 2013 to continue strengthening this linkage.
l. Coordinate with the GACA Mature Workforce Committee to develop a public awareness campaign for employers/local employment agencies on utilization of mature workers.	DES		Task completed	
m. Improve and enhance the Senior Community Service Employment Program.	DES		Ongoing	Focus continues to be on providing technical assistance to Senior Community Service Employment Program sub-grantees. A four-module, web-based training course is still in the development phase. The web-based training will provide all sub-grantees access to training on key elements of the program based on their needs.
n. Coordinate with the Mature Workforce Committee to implement the Mature Workforce Resource web portal.	DES		Task completed	
o. Provide leadership to statewide workforce development efforts for older adults.	DES		10/1/2005 - Ongoing	See 5.3.b

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Develop an educational plan to address the varying phases of retirement for employers.	DES		Ongoing	No activity at this time.
b. Promote the increase in retention rate of older employees.	DES		Ongoing	See 5.3.b

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Provide technical assistance (resource identification) to the mature worker network.	DES		Ongoing	Senior Community Service Employment Programs sub-grantees continue to focus on developing alternatives for Senior Community Service Employment Program participants who have reached their time limit of participation and do not exit the program with a secured employment opportunity or who are not job ready as well as explore additional host agency options in the rural areas.
b. Promote employment opportunities for mature workers.	DES		Ongoing	See 5.3 b
c. Increase FGP participation in existing volunteer sites.	DES		Task completed	
d. Explore expanding Senior Companion to complement HCBS.	DES		Ongoing	No activity at this time.
e. Provide resources, services and program development to promote the use of senior volunteers to support seniors.	DES		Ongoing	DES continues to provide resources and support to recruit Senior Medicare Patrol (SMP), Long Term Care Ombudsman and Senior Health Insurance Assistance Program volunteers. In 2013 the Division of Aging and Adult Services and the Area Agencies on Aging jointly recruited 90 new SMP volunteers statewide.

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

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

Objective 6.1: Develop programs and approaches to close the Adult Protective Services in the state's current aging services infrastructure and delivery system especially to underserved areas.

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
e. Build collaborations that will increase accessible, safe and affordable housing options for seniors.	DES	Department of Housing (DOH)	July 2006 - ongoing	No activity at this time.
i. Cross train providers and utilize case managers across agencies to assist seniors with processes for dealing with multiple agencies and services.	DES		July 2006- Ongoing	Regional AZ Links Partnerships continue to conduct quarterly meetings or conference calls with partner agencies to educate staff about services from other agencies and reviewed the option of self-directed programs that allow consumers to select their own providers based on their cultural preferences.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c. Expand health promotion/education opportunities by bringing public health and aging networks together.	ADHS, DES	Area Agencies on Aging's, Local Health Department, Community Agencies	4/05 - ongoing	Senior Community Service Employment Program continues to partner with the AZ Living Well Institute to offer Healthy Living workshops to Senior Community Service Employment Program participants as a career path and personal self-management strategies. See 3.2 (b) and See 3.2(a)
d. Increase available funding for aging services through resource development.	DES		9/1/2005 - ongoing	No activity at this time.
e. Increase needed supports through community partnerships, maximization of local resources, and expanded availability of caregivers.	DES		Ongoing	No activity at this time.
f. Enhance Adult Protective Services and Non-Medical Home and Community Based Services to meet the needs of the growing aging population.	DES	Public Fiduciaries, VA Fiduciary and Area Agencies on Aging	7/1/2005 - ongoing	Department of Economic Security continues to explore consumer direction with the Area Agencies on Aging and strengthen community partnerships through AZ Links. In August 2012, Adult Protective Services launched the Financial Exploitation unit in an effort to enhance the outcome of complex exploitation investigations.
g. Build a system of services that is accessible, practical, user-friendly, and culturally competent through partnerships.	DES		Ongoing	<u>Refer to 1.1.d and 3.2.b</u>
h. Partner with local communities to develop locally driven services and programs to meet the needs of the aging populations.	DES		Ongoing	<u>Refer to 1.1.d and 3.2.b</u>

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Pursue policy changes at the state and federal levels to allow more flexibility based upon local needs.	DES		Ongoing	Refer to 5.4.

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
j. Partner with the Area Agencies on Aging to provide effective oversight of	DES	Area Agencies on Aging	Ongoing	The Division of Aging and Adult Services policy requires Area Agencies of Aging to monitor their providers on a regular basis. The Division of Aging and Adult Services continued to provide oversight over this process and monitors each Area Agency on Aging on a regular basis.
k. Develop quality assurance standards to measure the quality within Adult Protective Services.	DES		Ongoing	Quality assurance continues on a monthly basis where cases are randomly selected for review. Adult Protective Services Supervisors must review every case before closure. This review also provides supervisors with the information on the quality of Customer Service in the assessment of information received at the Central Intake Unit.
l. Review and revise policy and procedure manuals for internal use and the provider network as necessary.	DES		Ongoing	In 2013, revisions were made to the Division of Aging and Adult Services policy and procedures pertaining to Non-Medical Home and Community Based Services and Disease Prevention Health Promotion.
m. Ensure health and wellness policies balance the needs of the elderly with respect to wellness and independency.	DES		Ongoing	In July 2013, the Division of Aging and Adult Services developed Health Education- Disease Prevention and Health Promotion policies specifically addressing wellness and independency, with a focus on evidence-based programming.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
e. Ensure the highest quality of care through customer feedback.	DES		Ongoing	Provider and Legal Services satisfaction surveys were continued during this period. Overall satisfaction for the Legal Services provided for 2013 was 4.37 out of a possible 5.00. The Provider satisfaction for 2013 was 4.02 out of a possible 5.00.
f. Develop/improve quality resource management tools that support process improvement	DES		Ongoing	No activity at this time.
g. Develop methodology of determining cost effectiveness of Home and Community Based Services, Arizona Performance Outcomes Measurement (AzPOMS) Project.	DES		Task completed due to elimination of funding	Funding was discontinued for the Performance Outcome Measurement Project (POMP) grant in 2011.

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

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

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
g. Research and Leverage funding to strengthen and enhance aging services in the state.	DES		Ongoing	The Division of Aging and Adult Services received grant funding to continue efforts in Options Counseling and Care Transitions. The Division received funding in FFY 2013-2015 from the Arizona Department of Health Services to expand the Chronic Disease Self-Management Program (Healthy Living) and implement the Diabetes Self-Management Program through the Aging Network.
Maximize resources to improve service delivery.	DES		Ongoing	See 1.4H

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c. Conduct needs, resources, strengths survey to evaluate current processes for relevancy and effectiveness.	DES		Ongoing	The next survey is scheduled for January 2014. The last Home-Based Services Survey was administered to recipients of in-home services in January 2012. Of those that responded, 88.7 percent said they were satisfied with their services and 91.9 percent felt their services helped them stay in their own homes. The annual Legal Satisfaction Survey was administered in April 2013. The overall satisfaction rating given by respondents was 4.37 out of a possible 5.00. Reports were written and distributed to the Area Agencies on Aging for them to review and implement any needed programmatic improvements.
d. Integrate departmental services in order to effectively serve the family unit.	DES	ALL	Ongoing	In 2013, the Division of Aging and Adult Services continued to collaborate with other divisions within the Department of Economic Security through monthly meetings of the Early Childhood Taskforce to effectively serve the family unit. The Division of Aging and Adult Services also partnered with the Department of Health Services, Office of Children with Special Health Care Needs in the development and launching of a new Lifespan Respite Voucher Program.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Participate in the Interagency Council on Long Term Care, the Governor's Advisory Council on Aging, the Citizen's Work Group on the Long Term Care Workforce, and other work groups to identify Adult Protective Services in services and facilitate mutual improvement efforts.	DES	Governor's Council on Aging	Task completed 6/30/11	

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Develop cultural and ethnic leadership within Division of Aging and Adult Services.	DES		Ongoing	The Division of Aging and Adult Services continues to use the Language Line to assist with translation needs for Limited English Proficiency clients.
b. Establish comprehensive, standardized education and training at all levels.	DES		Ongoing	No activity at this time.
c. When possible employ staff trained in gerontological studies.	DES		Ongoing	No activity at this time.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. State funded interactive technology capability (video conferencing).	DES		Ongoing	The Division of Aging and Adult Services continues to use interactive technology and webinars to hold meetings, trainings, etc.
b. Update Division of Aging and Adult Services websites - intranet and internet.	DES		Ongoing	The Division continues to review its current website for content and functionality. The Division has worked with RTZ Associates to revise the AZ Links website.
c. Enhance Division of Aging and Adult Services technological ability to allow the Division of Aging and Adult Services, Area Agencies on Aging and providers to better access client data and program reports.	DES		Ongoing	The Division has been working with both internal staff and external contractors on the development of the division's new data system. Pilot testing began in September 2013, and train the trainer for all Area Agency on Aging staff will occur in early 2014. The new system should go live in 2014.

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

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

Arizona Department of Health Services (ADHS) 2013 Aging 2020 Update By Goal

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c. Continue to implement Web-based strategies for collecting and providing licensing and vital records information.	ADHS	Government Information Technology Agency (GITA)	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' office in Arizona.

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

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 - ALL other agencies	DES, AHCCCS, ADHS, Pinal/Gila Council on Aging, Community Agencies in Pinal County, Maricopa Association of Governments (MAG)	On-going	

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

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

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

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

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

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

Objective 3.1: Monitor trends and outcomes to better inform policy and program development.

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Track and trend data on the health status, oral health status and health behaviors of older and mid-aged adults. Update chronic disease facts sheets on an annual basis. Compose a report on the overall health of older adults every two years. Supply updated data to internal and external partners as needed.	ADHS	Vital Records, Chronic Disease and Arizona Healthy Aging (A-HA) Epidemiology Staff within ADHS, Bureau of Women & Children's Health	On-going	This is incorporated in the Health and Vital Statistics book http://azdhs.gov/plan/report/ahs/ahs2011/toc11.htm
b. Perform analysis and data review on the health status, surveillance of a large variety of infectious and communicable conditions including STD, HIV, TB, influenza, valley fever, foodborne illness, etc., oral health status, and health behaviors of older and mid-aged adults.	ADHS, EDC (Office of Environmental Health)	County and local health departments, Arizona Healthy Aging (A-HA) Epidemiology Staff within ADHS, Bureau of Women & Children's Health	On-going	Already been engaged in these activities
c. Evaluate efficacy of disease prevention and health promotion programs targeting older adults.	ADHS	Division of Behavioral Health Services (DBHS) Office of Prevention	On-going	DBHS completed its evidence-based practice assessments on each substance abuse prevention program targeting older adults in November 2012. Through this process, each program received feedback on their program's strengths and also constructive recommendations for program improvement moving forward.
d. Track and trend data on HIV incidence (new infections) among individuals aged 45 and older, including acuity at the time of diagnosis. Geomap HIV prevalence based on zip codes to target prevention efforts to the over 45 population. Track and trend data on heat morbidity and mortality among individuals 45 years and older.	ADHS, Office of HIV Prevention	HIV Surveillance /Epidemiology, EDC within the Office of Disease Integration and Services	Ongoing	This is a new initiative.
i. i. Facilitate policy efforts in Maricopa and Pima County hospitals that promote routine opt-out testing for all patients in emergency departments.	ADHS, Office of HIV Prevention	Maricopa Integrated Health Systems, University of Arizona Medical Center	Ongoing	This is a new initiative.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Facilitate coordination of health promotion and chronic disease prevention programs statewide.	DES/ADHS	Area Agencies on Aging (AAA), Arizona Living Well Institute, Bureau of Women's and Children's Health (BWCH) BHSD's Well Woman and Fit at Fifty HealthCheck Programs	On-going	DBHS is moving forward with integration of delivery of physical and behavioral health care to the SMI members; a significant step in improving the health of the older adult SMI members in Maricopa county. Health care integration will improve individual health outcomes, enhance care coordination for and member satisfaction of the older adult SMI population. Healthy at home, home safety checklist for home visitors - component to refer family members to CDSMP. The ADHS Bureau of Nutrition and Physical Activity served 5,393 seniors through the Arizona Senior Farmers' Market Nutrition Program. Services were provided in Cochise, Coconino, Graham, Maricopa, Pima, Pinal, and Yavapai counties. The dollar value of the fruits and vegetables provided to seniors was \$83,409. The ADHS Bureau of Nutrition and Physical Activity provided food boxes for 11,570 seniors each month through the Commodity Supplemental Food Program (CSFP). Food boxes were distributed in all counties except for Apache, Greenlee, Graham and Navajo. The ADHS Bureau of Nutrition and Physical Activity, through an Inter-Governmental Agreement with DES Family Assistance Administration, provided Supplemental Nutrition Assistance Program Nutrition Education (SNAP-Ed – formerly Food Stamp Nutrition Education) to 12,878 seniors in FY 2013. The majority of nutrition education for senior was done at senior centers and DES offices statewide

c.	Expand efforts to educate individuals about life care planning options and end-of-life options.	ADHS, DES	Caring Choices Coalition, Life, Az Links Consortium	2009 - On-going	See DES 2013 response
d.	Conduct prevention efforts aimed at older adults at risk of depression or suicide.	ADHS	ADHS, DBHS Office of Prevention, Bureau of Women's and Children's Health (BWCH)	On-going	2/2013- DBHS monitors provision of gatekeeper trainings via the Adult System of Care plan; dissemination of health care parity to medical providers and depression screening reimbursement from Medicare. Expansion of self-management programs for chronic diseases.
e.	Expand participation in self-management programs for chronic diseases and ASHLine referrals.	ADHS - A-HA, Chronic Disease, DES/DAAS	BWCH BHSD's Well Woman and Fit at Fifty HealthCheck Programs	On-going	With the health care integration of Adult SMI population in Maricopa county assistance for self-care and management of health conditions including wellness coaching will become part of services provided. This also includes expansion of chronic disease self-management for older adult members. Healthy@Home, home safety checklist for home visitors has a component to refer family members to Chronic Disease Self Management Programs.
f.	by supporting policies that promote tobacco-free living environment for older adults (housing/homes/apartments).	GOA, ADHS, BTCD, Tobacco Program	AZ Public Housing Authority, TRUST Commission, American Lung Association Arizonans Concerned About Smoking	2/1/2014 Ongoing	New initiative.
g.	Facilitate coordination of immunization efforts among older adults as defined by the CDC	ADHS, EDC	The Arizona Partnership for Immunizations (TAPI), Arizona Immunization Program Office, and local health departments. BHSD's Well Woman and Fit at Fifty HealthCheck Programs	On-going	In the fall of CY13, the ADHS Immunization Program was able to restart Vaccines for Adults (VFA). This program provides vaccines to eligible adults across Arizona. The funding is small/limited and shared only with County Health Departments
h.	Promote access to screening to detect chronic diseases.	ADHS, Chronic Disease	Comprehensive Cancer Coalition	On-going	
i.	Initiate and coordinate a statewide falls prevention campaign.	ADHS	DES, AAA, Local Health Department (LHD), Gov. Council on Health Status of Women, Injury Prevention Advisory Council (IPAC), AZ Fall Prevention Coalition, Inter-institutional partners	Completed	
j.	During emergencies and disasters functional needs of older adults will be fully served by State, Local and Tribal emergency management communities: 1) by including in the development and planning process of state and local emergency plans those persons with functional limitation, cognitive impairment including Alzheimer's and Dementia, as well as caregiver's unique needs. 2) by encouraging and enhancing adequate training for first responders (law enforcement, firefighters, emergency medical technicians FEMA personnel, and Red Cross workers) about medical, behavioral and communication issues related to ADRD when responding to an emergency.	ADHS, PHEP	State, County, Tribal, and Municipal Emergency Management System	Ongoing	New initiative

k.	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
l.	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 Association, Arizona Healthcare Association, Health Services Advisory Group, Association for Professionals in Infection Control and Epidemiology (APIC)	Ongoing	This is a new initiative - already engaged in these activities.
m.	Promote heat illness prevention resources for older adults.	ADHS (EDC Office of Environmental Health)	Statewide Heat Preparedness Working Group	Ongoing	This is a new initiative - already engaged in these activities.

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

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

Objective 5.2: Create a stable and well-trained (in aging) workforce sufficient to meet the growing care needs in Arizona.

<u>STRATEGIES</u>	<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
c. Work with local long term care, in-home service providers, and other existing groups to provide training and assistance to caregivers.	ADHS, DES, AHCCCS, Department of Licensing Services (DLS)	Direct Care Workers (DCW) Committee, Area Agencies on Aging (AAA), Arizona Health Care Association (AHCA), Leading Age	On-going	See DES 2013 response
d. Provide ongoing training to behavioral health providers on identifying and addressing the behavioral health needs of older adults (collaboration between Licensing and Behavioral Health divisions)	ADHS	AHCCCS, DES, Area Agencies on Aging, Tribal and Regional Behavioral Health Authority (T/RBHA), older adult program coordinators	On-going	DBHS is collaborating with AHCCCS, DES, Area Agencies on Aging, T/RBHAs and older adult program coordinators across the state to create a strategic plan around behavioral health challenges facing older adults. Through this partnership strategies will be developed to address this target population.

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

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

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

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

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

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

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

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

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

<u>STRATEGIES</u>	<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 (HSAG), Health Care Association, Arizona Hospital and Healthcare Association (AzHHA), Centers for Medicare and Medicaid Services (CMS)	On-going	
h. Implement legislation on medical techs in long-term care facilities.	ADHS	Lead-Az Board of Nursing		

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

<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. New rules changes taking effect July 1, 2013 will allow for behavioral health services to be provided at assisted living and long-term care facilities. New requirements for training and quality assessments within the facilities are being proposed with the new rules.	ADHS		On-going	Bureau of Public Health Statistics continues to produce the annual state report on Vital Statistics, which includes information about deaths from chronic diseases. Also, Bureau manages the Arizona BRFS which covers various risk factors; this BRFS report also is published yearly.

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

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

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

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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<u>Key:</u>	<u>Participating State Agencies and Boards</u>
ABOR	Arizona Board of Regents
ADHS	Arizona Department of Health Services
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Arizona Department of Public Safety (DPS) 2013 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 2.1: Provide culturally appropriate information to older adults and their families to promote a broad understanding of issues that arise as we age and how to address them.

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
e. Have agency representatives make personal contact with senior groups to discuss safety issues, provide information, and supply personal advice.	DPS	DPS Community Outreach & Education (CORE) Unit	On Hold	Agency represented at Coalition of DPS Retirees meetings to maintain personal contact with retirees and provide updates on issues.
f. Use a combination of agency employees and volunteers/retirees to provide community education services on topics such as predatory lending, life care planning, id theft, etc.	DPS	DPS CORE Unit, Highway Patrol, Coalition of DPS	Ongoing	For the calendar year 2013, AZ DPS received and responded to 149 Community Outreach and Education (CORE) requests with 2662 people attending.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Use internal methods to inform and create awareness of aging issues among employees.	DPS	DPS CORE Unit which encompasses all internal media.	Ongoing	Human Resources Bureau contacted units throughout agency to solicit opportunities for seniors and volunteers. AZ DPS continued use of Intranet for internal communications with department personnel informing them of retirement meetings and retiree issues. AZ DPS features Mature Worker program in the department newsletter and on Internet web site.
b. Conduct "advanced basic" as well as "in-service" training for both civilians and veteran officers to prepare employees for changing demographics.	DPS	DPS Training Unit which oversees advanced basic and in-service training.	On Hold	No agency-wide required training for civilians took place in calendar year 2013. 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

Goal 4: Increase the safety and well-being of older Arizonans.

Safety in our communities is important for ensuring both the health and financial well-being of older adults. With increasing numbers of older adults living in their homes and living alone, maintaining safe communities will need more attention and take new strategies.

Objective 4.1: Promote strategies to improve community safety for older adults.

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Involve citizens in traffic safety and crime prevention efforts by providing information.	DPS	DPS CORE Unit and the Highway Patrol Division through local districts.	Ongoing	Agency received and responded to 149 Community Outreach and Education (CORE) requests with 2662 people attending.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
d. Provide agency investigators with advanced technological training and specialized services and equipment to access, evaluate and monitor the Internet for potential fraudulent schemes, develop a public alert system, and exchange intelligence regarding cyber crime.	DPS		Ongoing	AZ DPS Criminal Investigations Division continually investigates fraudulent schemes. Cyber Reports informing employees of current cyber threats and scams listed on the DPS Intranet on an ongoing basis.

Goal 5: Strengthen Arizona's economy by capitalizing on an integrated and well-trained informal, paraprofessional, and professional workforce.
 With the first wave of Boomers attaining retirement age in 2006, both public and private sectors need to develop work environments and coordinate opportunities that maintain a strong, diverse paraprofessional and professional workforce with strategies that include support for workers and their family members with caregiving obligations.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
e. Offer flexible working conditions for employees with child and elder care issues, and better use of succession planning techniques such as mentoring, phased retirement, and employment flexibility.	DPS, DES	Law Enforcement Merit System Council.	Ongoing	Flexible work schedules are offered as an option as per General Order 2.3.90, Telecommuting and General Order 2.4.100, Non-Exempt Employee Time Accounting.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
e. Develop a skills inventory and training programs for retirees and potential volunteers to serve as instructors, serve on advisory committees and in public information and data services roles.	DPS	DPS Community Outreach and Education (CORE) Unit.	Ongoing	Twenty-nine separate retiree and potential volunteer classifications and job descriptions are posted on internet. Documented savings through the use of retirees and volunteers was \$294,032 for January through September, 2013. 149 volunteers donated 12,868 hours. Projected savings for calendar year 2013 through the use of retirees and volunteers is \$392,042 from 661 volunteers donating 17,157 hours.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
f.	DPS	Law Enforcement Merit System Council (MCS) which sets provisions for employment and compensation.	Ongoing	Merit System Rules Advisory Committee meets on regular basis to review administrative rules for possible revision and update. AZ DPS is certified as a Mature Worker Friendly Employer. Part of the certification process includes documentation regarding agency efforts at rule revisions, skills retention, volunteers, and hiring accommodations.
g. Implement temporary appointments, hourly employment, and flexible scheduling to fill gaps in specialized areas.	DPS	Law Enforcement Merit System Council (MSC) which sets provisions for employment and compensation.	Eliminated	None
h. Offer flex hours, job sharing, reduced work weeks, telecommuting, programmed rotation, and temporary assignments of a shorter duration.	DPS	Law Enforcement Merit System Council (MSC) which sets provisions for employment and compensation.	Ongoing	Flexible work schedules are offered as an option as per General Order 2.3.90, Telecommuting; General Order 2.4.100, Non-Exempt Employee Time Accounting; General Order 2.5.120, Limited Duty; and General Order 2.5.100, Accommodations.

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

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

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
b.	Use the Strategic Planning Process to adjust for challenges such as recruitment, retention, training and service delivery brought on by an aging population.	DPS		Ongoing	AZ DPS completed Strategic Plan through 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.

Key:	Participating State Agencies and Boards
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

Governor's Advisory Council on Aging (GACA) 2013 Aging 2020 Update By Goal

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
d. Develop One-Stop Resource Centers across the state to make it easier to access information on a variety of aging-related topics, issues, and services.	DES, AHCCCS	Area Agencies of Aging (AAAs), GACA	7/1/2008-6/30/2014	See DES 2013 Update

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Partner with the Governor's Advisory Council on Aging to offer educational workshops and/or information to share with tourism industry constituents.	AOT	GACA	Task Completed July 2007	
f. To coordinate conferences, seminars and educational presentations that bring together key players to explore, discuss, and create heightened awareness of age-related issues, form new partnerships, and expand the participants' knowledge of available resources.	GACA	All state agencies, Aging Network	Ongoing	2013 - GACA collaborated with the AZ Alzheimer's Consortium & the Alzheimer's Association Desert Southwest Chapter for the sixth year on the Consortium's community forum. More than 22 educational presentations on current issues of concern to older Arizonans were offered as part of the GACA meetings in 2013. Eleven Senior Action Days were held in communities around the state with participation by older constituents, advocates, legislators and local officials.
g. Partner with state agencies, aging network partners and public/private organizations to promote the value of mature workers.	GACA	DES, One Stop Career Centers, Community Colleges	Ongoing	GACA's Mature Workforce Committee continued to promote the value of Mature Workers. GACA staff assisted the City of Phoenix in offering training and a job fair for 65 mature job seekers. As part of the enhancement of the Az Mature Worker Website, ASU law school students posted blogs on legal issues of importance to older workers. Mature Worker Friendly Certified Employer (MWFCE) training was conducted and MWFCE re-certification was offered and the first featured MWFCE was highlighted on the website.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
q. Promote awareness and provide education on the varying phases of aging to address the phases.	DES	GACA/ALL	7/2005 - Ongoing	DES 2013 Update - 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
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 2013 Update
f. Facilitate coordination of immunization efforts among older adults.	ADHS	TAPI, GACA		See ADHS 2013 Update

Goal 4: Increase the safety and well-being of older Arizonans.

Safety in our communities is important for ensuring both the health and financial well-being of older adults. With increasing numbers of older adults living in their homes and living alone, maintaining safe communities will need more attention and take new strategies.

Objective 4.1: Promote strategies to improve community safety for older adults.					
STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
b.	Promote medical review programs that promote early intervention for those with compromised driving ability; find a method of ensuring that senior drivers have the physiological skills to continue operating a vehicle safely.	ADOT	GACA	Ongoing	GACA Ad Hoc committee provided recommendations to Council who endorsed educating public on ADOT process for reporting unsafe drivers; fact sheet created for physicians who report unsafe drivers and consumer resources proposed for ADOT's GrandDriver Brochure. Coordinated mobility management updates provided to GACA by ADOT.

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

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

Objective 5.2: Create a stable and well-trained (in aging) workforce sufficient to meet the growing care needs in Arizona.					
STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Cooperate with State medical schools to support professional training programs that produce gerontological specialists and fill gaps in medical service availability.	AHCCCS	GACA	On Hold	Placed on hold due to lack of resources & staffing.
i.	Develop training materials for regional system staff on services and programs.	DES	GACA, U of A, Area Agencies on Aging	On Hold	DES 2013 Update - no activity at this time
j.	Provide creative incentives to those providing direct care to the elderly.	DES	GACA, U of A	On Hold	DES 2013 Update - no activity at this time
k.	this strategy now a part of DES 5.2 objective, strategy c. and l.				

Objective 5.3: Promote a coordinated workforce development approach between public and private entities to benefit from the capabilities and experience of a mature workforce.					
STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
b.	Increase employment opportunities with a living wage and training opportunities for older Arizonans.	DES	GACA, Area Agencies on Aging, Mohave County One-Stop	10/1/2005 - Ongoing	See DES 20123 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	

Objective 5.4: Implement human resource policies that balance the needs of state employers with the changing needs of an aging workforce.					
STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
x.	Coordinate with the Department of Administration, as appropriate, and assist in developing retirement transition opportunities as appropriate for aging state workers.	GACA	ADOA	Task Completed	State of Arizona certified as Mature Worker Friendly Employer in 2010

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
i. Ensure continued collaboration between State agencies and community partners by identifying and implementing programs and services that address evolving issues affecting older adults.	GACA	All state agencies, community partners	Ongoing	Aging 2020 continues to be coordinated through the Governor's Office on Aging. Partners enlisted to participate in related activities such as Fall Prevention Coalition, Alzheimer's Task Force.

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
b. Develop and promote policy initiatives that address new and developing issues related to aging that affect the quality of life for older Arizonans, their families and the communities where they live.	GACA	All state agencies and community partners	Ongoing	Council supports work of the AZ Alzheimer's Task Force and efforts to develop and promote policy initiatives related to dementia. GACA maintains Legislative and Policy Coordinating Committee to coordinate advocacy agendas for aging issues and includes state agency liaisons to the Governor's Advisory Council on Aging.

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a. Participate in the Interagency Council on Long Term Care, the Governor's Advisory Council on Aging, the Citizen's Work Group on the Long Term Care Workforce, and other work groups to identify gaps in services and facilitate mutual improvement efforts.	DES	GACA	Task Completed 6/30/11	
b. Through the Aging 2020 process, promote cross-agency collaboration and leveraging to promote streamlining and improve system management.	GACA	state agencies	September 2005 - Ongoing	Continued coordination of meetings in 2013; 12 state agencies/offices actively engaged.

Key:	Participating State Agencies and Boards
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 Housing (ADOH) 2013 Aging 2020 Update By Goal

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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 will enable those seeking affordable housing to better know what is available. This will include housing developed especially for seniors.

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
d. Collaborate with Department of Administration to provide information about retirement, benefits, and post-retirement opportunities to employees at or near retirement age.	ADOH	ADOA	Ongoing	Two employees have retired from ADOH in 2013 with knowledge of retirement benefits and post retirement opportunities.
e. Prepare a plan for key employee succession and skill retention in the future.	ADOH		Ongoing	The Arizona Department of Housing through its operations and personnel guidelines will maintain succession and skill retention plans. The department also has a plan that establishes a path for career planning, growth and development through mentoring.

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

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

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

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
j. Increase awareness of the family caregiver support services.	ADOH		Eliminated	In supportive housing programs, family caregiver programs and options are discussed by the service provider agencies that work at the various supported housing programs.
k. Create/support programs for new construction of senior complexes, acquisition/rehabilitation of existing senior housing projects.	ADOH	AHCCCS, DES, Area Agencies on Aging (AAA)	Ongoing	There were 10 projects placed in service in 2013 for a total of 715 units. Two of the projects (143 units) are for those 55 years of age and older while the remaining six projects at least one resident has to be 62 years of age or older. All the projects are in Pinal and Maricopa counties and 4 of them are within walking distance of the light rail.
l. Expand home modification program for seniors throughout the state.	ADOH	AHCCCS,DES	Ongoing	Owner occupied housing rehab projects were completed throughout the year. CDBG funding did owner occupied housing rehab for 31 senior households and HOME funded owner occupied projects will complete 39 homes for senior households for a total of 70 homes rehabbed and made energy efficient with improved livability for low income seniors.
m. Review homeowner rehabilitation and manufactured ADOH replacement programs to improve feasibility for seniors.	ADOH		Eliminated	The manufactured replacement program does not exist at this time. However, ADOH continues to do Owner Occupied Rehabilitation. Though not focused on senior housing, senior at 80% or less of Area Median Income would qualify if a project was awarded in their region of the state.
n. Research potentials for the creation of manufactured ADOH developments for both rental and homeownership projects.	ADOH		On Hold	There isn't the funding nor is it feasible to pursue manufactured developments at this time.

	o. Investigate the application of universal design principles to all new multifamily ADOH projects funded by ADOH.	ADOH		Ongoing	Arizona Department of Housing defines design guidelines in its Low Income Housing Tax 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.

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
	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. In December of 2013, 31 projects were completed incorporating the universal building 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	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.
	k. Collaborate with state agencies, local governments, nonprofit and private service providers to utilize Medicare and Medicaid waivers and other programs to support quality aging in place for seniors.	ADOH		Eliminated	ADOH no longer has the funding to give to Arizona's Dept. of Health, Behavioral Health Services Division and does not specially collaborate with state agencies et al to utilize Medicare and Medicaid waivers to support aging in place for seniors.
	l. Collaborate with state & local government agencies, nonprofit & private service providers to develop a range of medical, recreational and other support services for residents of new ADOH projects.	ADOH	Local COGS, local governments	Ongoing	Three projects for Senior Center Improvements/additions were completed this year, serving 2,065 seniors. Four projects have been funded so far and improvements are still being completed; Star Valley Meal on Wheel program for 60K, Verde Valley Senior Center improvements at \$270,500, Holbrook Senior Center Improvements at \$150K and the Holbrook Senior Center Extended Care facility improvements for \$33,263.
	m. Establish a wide range of collaborative efforts within state government, with local governments, nonprofit and private ADOH and service providers to develop a coordinated senior ADOH program.	ADOH		Ongoing	Agencies providing services related to housing especially for special need populations of which seniors are one portion of said populations have permanent representation on the various planning bodies throughout the state. All are notified when there are public hearings, when there are housing meetings in their region and all are invited to participate. Arizona Department of Housing will continue to coordinate with these agencies throughout the coming year in order to maximize the effectiveness of the service delivery system, ascertain the emergence of new and ongoing needs, and provide support to address these needs.
	n. Collaborate with the Registrar of Contractors to investigate the potential for reduced contractor licensing requirements for minor home rehabilitation.	ADOH		Ongoing	Arizona Department of Housing program guidelines are informed through regular ADOH collaboration with Arizona Register of Contractors, including determination of applicable licensing classifications. We collaborate with ROC when reviewing Low Income Housing Tax Credit Projects eligibility for funding as well as any other projects submitted under a NOFA whether it be funded through HOME, Community Development Block Grant or Housing Trust Fund monies.

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
	c. Modify the homeownership development program to accommodate the financial and social needs of seniors. Emphasis will be placed on developing an elderly homeownership program on tribal lands where land ownership challenges have been addressed.	ADOH		Eliminated	There is not the funding available to commence new projects at this time.

d.	Consider use of specific allocation of financial resources and/or use of set asides and preferences to encourage and stimulate senior ADOH development.	ADOH		Ongoing	The 2013 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 1/2 mile of a senior 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, on-site blood pressure or other health screening bi-monthly and on site health promotion/disease prevention/recreation/wellness classes bi-monthly.
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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.

STRATEGIES	Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments	
h.	Continuously assess resource allocation between urban and rural Arizona as demographic trends develop.	ADOH		Ongoing	Incorporating continuous market demand and needs analysis in its internal processes and external application processes allows the Arizona Department of Housing to assess resource allocation between urban and rural Arizona. Further, through citizen participation, the Affordable Housing Task Force, and collaboration with other agencies and service providers, the Arizona Department of Housing solicits information on housing and community needs. This is also discussed in HUD Continuum of Care meetings held throughout the state. ADOH is part of the Sun Corridor Consortium that continually analyzes and plans for demographic trends. This work will continue and is part of always assessing resources and needs between urban, rural and urban clusters.
i.	Leverage private and public resources for new construction; rehabilitation and modification of existing ADOH, allowing seniors to age in place at the lowest possible cost to themselves and the State.	ADOH	DES, ADHS	Ongoing	Arizona Department of Housing encourages and awards funds to affordable housing developments, both new construction and rehabilitation, that support the goal of "aging in place." This philosophy is also part of our partnerships with other state agencies, i.e. DES, ADHS.
j.	Use State ADOH Fund programs for new construction of homeownership opportunities, homeowner rehabilitation and emergency rehabilitation programs for senior ADOH.	ADOH		Ongoing	The economic climate is not suitable for new construction of homeownership opportunities however owner occupied emergency rehab is ongoing and eligible seniors may apply in areas awarded this funding.
k.	Homes for Arizonans Initiative provides low-cost mortgage financing and down payment and closing cost assistance.	ADOH		Eliminated	Program ended June 30, 2009 and the lack of Housing Trust Fund has halted the opportunity for emergency rehab, gap financing and other programs that were funded in years past.
l.	Public Housing Authority provides tenant-based Section 8 rental assistance, and administers multi-family Section 8 project based funds on behalf of Housing and Urban Development (HUD).	ADOH		Ongoing	The Arizona Department of Housing operates the Arizona Public Housing Authority which has oversight and monitoring responsibilities for 115 subsidized properties, representing over 8,083 units throughout the state of Arizona. The Housing Choice Voucher Program is available only in Yavapai County through the Arizona Public Housing Authority. The wait list is currently closed for the state's allotment of 89 vouchers. For Yavapai County 35 VASH (Veterans Affairs Supportive Housing) were awarded to the Arizona PHA in 2009 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.	Researches refinancing opportunities for all seniors, including reverse mortgages, and disseminate information throughout the state.	ADOH		Ongoing	Arizona Department of Housing remains engaged in discussion with its lending partners regarding mortgage products and the impact on low income and senior communities.
o.	Provide a set aside for senior ADOH projects in Low Income Housing Tax Credit (LIHTC) program.	ADOH		Ongoing	See 6.4 D
p.	Investigate the potential for earmarking a portion of the annual CDBG State Supplemental Payment (SSP) funding to support senior ADOH or related service facilities in eligible areas of rural Arizona.	ADOH		Ongoing	Projects are selected for State Special Projects funding through a competitive process in which applications are scored by a rating and ranking system that includes specific criteria to be reviewed including the extent to which the project provides a direct probable benefit to low income and special needs persons, including seniors.
q.	Provide gap financing to developers of affordable senior rental projects.	ADOH		Ongoing	Gap financing is provided based on many factors and may be provided to a senior rental project.

r.	Seek opportunities to provide funding for the rehabilitation of existing senior ADOH projects.	ADOH		Ongoing	Arizona Department of Housing administers its funding programs to promote rehabilitation of existing senior housing projects, including HUD 202 projects.
s.	Make financing allowances for expanded recreational and service facilities in new senior ADOH developments.	ADOH		Ongoing	See 6.4 D
t.	Consider use of specific allocation of financial resources and/or use of set asides and preferences to encourage and stimulate senior ADOH development.	ADOH		Ongoing	See 6.4 D
u.	Determine the feasibility of establishing a Handyman Program to assist seniors in maintaining their homes.	ADOH		Ongoing	Arizona Department of Housing continues to promote collaboration between service providers to maximize use of funds to provide housing and services for the elderly. Through its work with local service providers, ADOH does explore programs that assist seniors in maintain their homes.

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