

# **Strategic Plan SFY 2014-2015**

Oklahoma Department of Human Services



## **Aging Services**



# GROWING in a NEW DIRECTION

## SFY 2014-2015 Strategy Map

### OUR MISSION

We improve the quality of life of vulnerable Oklahomans by increasing people's ability to lead safer, healthier, more independent and productive lives.

### OUR VISION

DHS provides help and offers hope to vulnerable Oklahomans through stronger practices, involved communities and a caring and engaged workforce.

### OUR VALUES

Compassion • Respect • Safety • Quality • Innovation



<p><b>Oklahomans lead safer, healthier, more independent and productive lives.</b></p> <p>We will:</p> <ul style="list-style-type: none"> <li>• Reduce the incidence of abuse, neglect and exploitation in Oklahoma</li> <li>• Reduce participation barriers for Oklahomans who are eligible to receive DHS services</li> <li>• Improve the well-being of Oklahomans</li> </ul>	<p><b>Our workforce is informed, supported and engaged.</b></p> <p>We will:</p> <ul style="list-style-type: none"> <li>• Create and maintain a healthy work environment built on trust, respect and effective communication</li> <li>• Increase our work-related skills and knowledge</li> <li>• Provide opportunities to improve our physical, emotional and financial health</li> </ul>	<p><b>We are engaged with communities to meet the needs of vulnerable Oklahomans.</b></p> <p>We will:</p> <ul style="list-style-type: none"> <li>• Improve communications with community partners and key stakeholders</li> <li>• Build and strengthen community partnerships to provide clients greater access to resources</li> </ul>	<p><b>We have a culture of continuous improvement.</b></p> <p>We will:</p> <ul style="list-style-type: none"> <li>• Increase the number of systematic process improvement projects, across the department, designed to improve and promote excellent service delivery and client satisfaction</li> <li>• Maintain a culture of accountability, including fiscal integrity, at all levels of the department</li> <li>• Increase the understanding and application of outcome-focused performance and evidence-based practices</li> </ul>
---	---	---	---

Figure 1. SFY 2014-2015 Strategy Map

## A Letter from the Director

Most of us are aware of the statistics and they are serious. Of Oklahoma's 3,791,508 citizens, persons over age 60 comprise 19.3 percent of the population. We face unprecedented times, and thereby challenges, as we now see that older adults are the fastest growing cohort in the United States as well. Within the Oklahoma Department of Human Services, Aging Services (AS) may be the only program area where demand will assuredly grow based solely on demographic shifts. It's exciting, scary and challenging.

As indicated by this plan, beyond the traditional work we are doing in programs like the Medicaid ADvantage Waiver, Older Americans Act, Transportation, Adult Day Health and many others, AS will work diligently over the next two years to create innovative and unique approaches to serving Oklahomans in need. We naturally align our efforts with those of the department as we strive to create and maintain stronger Oklahomans, a stronger workforce, stronger communities, and stronger practices.

Oklahoma is fortunate to have a committed and resilient aging network. Budgeting challenges, among many challenges, are real and the network continues to try and find ways to do more with less. However, this is not sustainable and we all must advocate for greater support for aging network programming at the local, state and national levels. We also recognize and appreciate the importance of expanding our partner base and will continue to work hard to strengthen relationships with the disability communities, minority groups, the mental health network and many others.

This plan breaks down into two focus areas. Naturally, we are excited about what is happening programmatically as we expand programming to protect Oklahomans from abuse and exploitation, collaboratively develop a statewide behavioral health plan, and welcome the adoption of the Senior Community Services Employment Program. As another important focus area, you'll note several goals that are intended to sharpen internal operations, including employee-driven programming, training and an enhanced focus on customer service.

**Lance Robertson**  
Director  
Aging Services

Thank you for reading through this plan. Let us know if you have any comments or suggestions. We appreciate your support.

***OUTCOME 1: Oklahomans lead safer, healthier, more independent and productive lives.***

***Goal 1:*** We will reduce the incidence of abuse, neglect and exploitation in Oklahoma.

***Objective 1:*** We will reduce financial exploitation of older Oklahomans by increasing their awareness of financial exploitation issues and their access to legal services beginning August 2013.

**Action Plan:**

**By October 2013,** we will develop tools to assess the legal needs of older Oklahomans, including financial exploitation, and the state’s capacity to address those needs.

**By March 2014,** we will convene essential key stakeholders to serve as a planning team to review, comment and advise providers on the assessments and expansion of the legal services plan.

**By July 2014,** we will develop pre and post measurements to collect data regarding understanding ways to reduce financial exploitation.\*

**By October 2014,** we will assess the legal needs of Oklahoma seniors, including financial exploitation issues, and the state’s capacity to address those needs.

**By January 2015,** we will develop a statewide plan for utilization of low-cost legal assistance mechanisms, including identifying and addressing financial exploitation issues.

**By March 2015,** we will develop and implement a targeted outreach plan to inform seniors, caregivers, service providers and other organizations about services available to address financial exploitation.

---

**Important Results:**

- The increased knowledge among older Oklahomans of legal issues and affordable services that can assist seniors in understanding and reducing financial exploitation
- The increased number of Oklahoma seniors receiving free legal assistance to reduce the incidence of financial exploitation
- The increased satisfaction among older Oklahomans about access to legal assistance and referral services that address financial exploitation issues

\* Where an evaluation plan will be created, we anticipate additional Important Results to be added.

## ***OUTCOME 1: Oklahomans lead safer, healthier, more independent and productive lives.***

***Goal 1:*** We will reduce the incidence of abuse, neglect and exploitation in Oklahoma.

***Objective 2:*** We will increase the protection of long-term care service recipients from abuse, neglect and exploitation beginning June 2014.

### ***Action Plan:***

**By June 2014,** we will identify, invite potential participants and convene an initial meeting of an abuse prevention workgroup.

**By August 2014,** we will identify, with the convened participants, strengths and weaknesses in Oklahoma's current system for prevention of abuse and protection of long-term care service recipients.

**By December 2014,** we will develop and implement an action plan with timelines for new initiatives and/or process improvements in established practices to reduce abuse of long-term care service recipients.

**By June 2015,** we will assess the impact of the implemented action plan and develop strategies for continuation of positive results or need for modification.

**By June 2015,** we will assure unity of partners in identifying issues and goals related to abuse, neglect and exploitation of long-term care service recipients.

---

### ***Important Results:***

- The increased communication and coordination among programs and agencies
- The reduced number of reported cases of abuse, neglect and exploitation of long-term care service recipients
- The reduced number and percentage of reported cases where a person feels concerned about safety at home

***OUTCOME 1: Oklahomans lead safer, healthier, more independent and productive lives.***

***Goal 2:*** We will reduce participation barriers for Oklahomans who are eligible to receive DHS services.

***Objective 1:*** Beginning June 2014, we will increase our understanding of why some older Oklahomans, although eligible, choose not to receive services.

**Action Plan:**

**By June 2014,** we will develop an electronic survey tool and/or other methods to assist in determining what barriers exist, if any.\*

**By September 2014,** we will identify a specific Aging Services program or project area to utilize as a pilot project for reduction of participation barriers.

**By February 2015,** we will identify a survey distribution plan including identification of participants, distribution methods, staff needed, and data to be analyzed.

**By June 2015,** we will develop a plan for regular measurement for comparison purposes and to evaluate the progress and effectiveness regarding the reduction of identified barriers.

---

**Important Results:**

- The reduction of identified barriers
- The increased understanding of staff regarding barriers for older Oklahomans
- The increased number and percentage of clients who report they are always able to get in contact with their service coordinator quickly and often enough
- The increased number and percentage of clients who report they were able to participate in planning the services they receive

\* Where an evaluation plan will be created, we anticipate additional Important Results to be added.

## ***OUTCOME 1: Oklahomans lead safer, healthier, more independent and productive lives.***

***Goal 2:*** We will reduce participation barriers for Oklahomans who are eligible to receive DHS services.

***Objective 2:*** We will increase awareness and knowledge of long-term services and supports for older Oklahomans and persons with disabilities by June 2015.

### ***Action Plan:***

**By December 2013,** we will develop a person-centered information system (Care Director) accessible to the public, professionals and target populations.

**By January 2014,** we will implement the Administration for Community Living National Standards for Persons Centered Counseling.

**By March 2014,** we will pursue ongoing funding sources for sustainability.

**By June 2014,** we will implement Persons Centered Counseling training for professionals.

**By June 2015,** we will project return on investment or cost-savings on each individual transitioned or deflected from institutional care.

---

### ***Important Results:***

- The increased number of individuals enrolled in the Options Counseling training program
- The increased number of individuals who complete the Options Counseling training program
- The increased number of sites (Area Agencies on Aging and/or Centers for Independent Living) which are training on and utilizing the Care Director Information System
- The increased number of individuals who either transitioned or deflected from institutional care due to Options Counseling

***OUTCOME 1: Oklahomans lead safer, healthier, more independent and productive lives.***

**Goal 3:** We will improve the well-being of Oklahomans.

**Objective 1:** We will increase our knowledge of the well-being of older Oklahomans by implementation of the National Core Indicators beginning August 2013.

**Action Plan:**

**By August 2013,** we will participate in a work group to establish nationally recognized well-being criteria for older Americans (National Core Indicators).

**By October 2013,** we will participate in a local work group to write an interview tool for service participants that will incorporate core indicators.\*

**By May 2014,** we will identify needed financial support for this project.

**By September 2014,** we will identify information sources/databases to pull list of current service recipients to be interviewed using the new interview tool.

**By October 2014,** we will research and determine potential organizations with whom to contract to provide interviewing or analysis of data for the National Core Indicators project.

**By November 2014,** we will provide training to Aging Services staff to identify project guidelines and goals of National Core Indicators.

**By November 2014,** we will learn from the current National Core Indicators national pilot (three states participating) and make adjustments as needed.

**By June 2015,** we will implement National Core Indicators in Oklahoma and launch the system.

**By June 2015,** we will increase data sharing with stakeholders regarding measures of our services as compared to state/national data.

\* Where an evaluation plan will be created, we anticipate additional Important Results to be added.



---

## **Important Results:**

- The increased understanding of well-being
- The increased use of comparative data
- The increased number and percentage of clients who report they receive all the services that they need
- The increased number and percentage of clients who report excellent or very good overall health
- The increased number and percentage of clients who report they feel as independent as they would like to be

***OUTCOME 2: Our workforce is informed, supported and engaged.***

***Goal 1: We will create and maintain a healthy work environment built on trust, respect and effective communication.***

***Objective 1: We will improve our internal customer service beginning March 2014.***

**Action Plan:**

**By April 2014,** we will establish an internal customer service workgroup.

**By June 2014,** we will hold a retreat with the workgroup to begin developing a comprehensive customer service plan.

**By June 2014,** we will develop an internal customer service survey and distribute to Aging Services staff.\*

**By July 2014,** we will analyze survey results, develop baseline data and identify strengths and areas for development.

**By September 2014,** we will develop a plan to improve internal customer services using survey data, customer service training materials and agency standards, etc.

**By October 2014,** we will select a pilot unit for implementation of the plan.

**By February 2015,** we will evaluate the pilot group, repeat the survey, evaluate data and revise the plan as needed.

**By May 2015,** we will introduce the customer service plan to Aging Services and implement.

---

**Important Results:**

- The team members report improvement in the work environment
- The increased percentage of employees who report being treated with respect at work
- The increased percentage who report being very engaged at work
- The increased percentage who report adequate two-way communication
- The increased percentage who report an overall improvement in internal customer service

\* Where an evaluation plan will be created, we anticipate additional Important Results to be added.

## ***OUTCOME 2: Our workforce is informed, supported and engaged.***

***Goal 2:*** We will increase our work-related skills and knowledge.

***Objective 1:*** We will increase our business skill sets and knowledge of all DHS services and policies, as well as services of partner agencies, beginning July 2013.

### ***Action Plan:***

**Beginning July 2013,** we will select Aging Services staff to attend Six Sigma training.

**Beginning July 2013,** we will send Aging Services supervisory staff through the DHS Human Resources Management academy.

**Beginning July 2013,** we will inform staff of DHS training opportunities.

**By June 2014,** we will arrange opportunities for staff to become more knowledgeable about the services offered by partner agencies.

**By December 2014,** we will assure all Aging Services staff attend Six Sigma white belt training.

**By June 2015,** we will begin offering the revised, customized Aging Services Academy to provide staff members with an agency overview.

---

### ***Important Results:***

- The increased understanding of human resources policies
- The increased understanding of DHS services and policies
- The increased knowledge of business process improvement
- The increased knowledge of the services offered by partner agencies
- The number and percentage of employees who receive white belt certification
- The number and percentage of employees who receive yellow belt certification
- The number and percentage of employees who attend the new Aging Services Division Academy
- The increased understanding of Aging Services Division programs
- The increased understanding of Aging Services Division policies and procedures

## ***OUTCOME 2: Our workforce is informed, supported and engaged.***

***Goal 3:*** We will provide opportunities to improve our physical, emotional and financial health.

***Objective 1:*** We will strive to improve our employees' physical, emotional and financial wellness by June 2015.

### ***Action Plan:***

**By January 2014,** we will encourage participation in the DHS Wellness Program and Employee Assistance Program.

**By January 2014,** we will inform employees about available physical, emotional and financial wellness opportunities and resources provided both within and outside the department.

**By March 2014,** we will increase awareness of the OKHealth program, DHS Wellness program and Employee Assistance Program by distributing promotional material to all staff.

**By May 2014,** we will identify wellness opportunities within the community, inform employees of those opportunities and support participation in opportunities that are identified.

**By July 2014,** we will participate in data collection to examine what trainings, workshops, services, or programs Aging Services employees would utilize aimed at improving physical, emotional and financial health.

---

### ***Important Results:***

- The increased number of opportunities and resources identified annually to assist employees with improved health
- The increased awareness of services provided through the OKHealth program, the DHS wellness program and the Employee Assistance Program

## ***OUTCOME 3: We are engaged with communities to meet the needs of vulnerable Oklahomans.***

***Goal 1:*** We will improve communications with community partners and key stakeholders.

***Objective 1:*** We will increase the frequency and quality of communication with community partners, contract providers and key external stakeholders beginning July 2014.

### **Action Plan:**

**Beginning July 2014,** we will draft a plan to implement regular external communication via traditional media, social media, the Internet, newsletters and speakers and to identify Aging Services programs in need of promotion to increase utilization and exposure.

**Beginning July 2014,** we will develop an information gathering tool to collect and report data regarding Aging Services staff communication activities.\*

**By October 2014,** we will develop an Aging Services speaker bureau and promote availability of speakers.

**By January 2015,** we will work with DHS Design Services to revise Aging Services print materials to increase readability.

---

### **Important Results:**

- The increased knowledge of Aging Services programs and services
- The increased utilization of targeted Aging Services programs and services
- The percentage of external stakeholders who report they have a positive overall perception of the division
- The percentage of external stakeholders who report they have a strong partnership with the division
- The percentage of external stakeholders who report their feedback is valued
- Community partners are able to report an improvement in the public perception of the division's services

\* Where an evaluation plan will be created, we anticipate additional Important Results to be added.

***OUTCOME 3: We are engaged with communities to meet the needs of vulnerable Oklahomans.***

***Goal 2:*** We will build and strengthen community partnerships to provide clients greater access to resources.

***Objective 1:*** We will enhance our service array for older Oklahomans by transferring the Title V Senior Community Service Employment Program to Aging Services beginning May 2014.

**Action Plan:**

**By January 2014,** we will meet with staff from the Oklahoma Employment Securities Commission (OESC), which currently houses the program to verify interest in transfer.

**By March 2014,** we will obtain all the necessary approvals for transfer.

**By April 2014,** we will finalize staff, fiscal and travel needs required to properly administer the program.

**By June 2014,** we will work with OESC staff to update the Senior Community Service Employment Program State Plan (SCSEP) and assume administration of SCSEP.

**Beginning June 2014,** we will provide technical assistance, site visits and assessments, and needed reporting of program services and goals and work aggressively to increase the number of participants at host sites.

**By September 2014,** we will work with the Office of Communications and Community Relations to develop press releases and a communication plan regarding the transfer of the program, as well as flyers and promotional materials specifically for supporting the program.

**By December 2014,** we will develop an information gathering tool to collect and report data regarding users of this program and their perceived benefit and satisfaction.\*

\* Where an evaluation plan will be created, we anticipate additional Important Results to be added.

---

## **Important Results:**

- The increased utilization of the program by qualified candidates
- The increased number of host sites to house community workers
- The increased perceived participant satisfaction and benefit of participating in the program

***OUTCOME 3: We are engaged with communities to meet the needs of vulnerable Oklahomans.***

***Goal 2:*** We will build and strengthen community partnerships to provide clients greater access to resources.

***Objective 2:*** We will partner with the mental health community to increase services to seniors in the state via the aging network beginning May 2014.

***Action Plan:***

**By May 2014,** we will develop conference sessions and enhance the focus of mental health issues at the 2014 Oklahoma Conference on Aging.

**By December 2014,** we will ensure appropriate service listings are reflected in the Aging & Disability Resource Consortium (ADRC) resource database, which will be made available to all partners and the general public.

**By December 2014,** we will finalize the state's first Behavioral Health Plan, which represents the collaborative work of the Department of Human Services, Oklahoma Health Care Authority and the Oklahoma Department of Mental Health & Substance Abuse Services, as well as various other partners.

**By June 2015,** we will identify ways to strengthen the training curriculum and service offerings on mental health throughout the aging network, affording these opportunities to the Area Agencies on Aging and other critical partners.

**By June 2015,** we will support the Oklahoma Mental Health & Aging Coalition and collaboratively apply for one (1) targeted grant on mental health.

**By June 2015,** we will coordinate at least four (4) trainings for the aging network on mental health.

---

***Important Results:***

- The increased number of partners involved in Behavioral Health Plan development
- The percentage of key findings and recommendations within the Behavioral Health Plan implemented



## ***OUTCOME 4: We have a culture of continuous improvement.***

***Goal 1:*** We will increase the number of systematic process improvement projects, across the department, designed to improve and promote excellent service delivery and client satisfaction.

***Objective 1:*** We will increase the quality of service delivery by benchmarking our services compared to other state units on aging.

### **Action Plan:**

**By December 2014,** we will identify Aging Services programs to benchmark.

**By January 2015,** we will use program measures developed by Aging Services team members to determine our basic comparison criteria for benchmarking.

**By February 2015,** we will determine which states to compare to and why.

**By March 2015,** we will develop an electronic survey that measures our selected benchmarks versus other states.\*

**By June 2015,** we will develop and implement an evaluation plan that assigns staff for distribution, state contacts, data collection and analysis of information gathered by surveys.

**By June 2015,** we will enhance data sharing with stakeholders regarding use and measures of our services.

---

### **Important Results:**

- The number of service measures will be higher than other states through continuous improvement
- The increased understanding of areas for improvement based on benchmarking results

\* Where an evaluation plan will be created, we anticipate additional Important Results to be added.

## ***OUTCOME 4: We have a culture of continuous improvement.***

***Goal 2:*** We will maintain a culture of accountability, including fiscal integrity, at all levels of the department.

***Objective 1:*** We will strengthen our staff knowledge and skills on the department's contracting procedures and processes beginning January 2014.

### ***Action Plan:***

**By January 2014,** we will participate in a pilot training with the DHS Contracts and Purchasing Unit that involves placing the division's Certified Purchasing Officer in that unit for a determined period of time.

**By February 2014,** we will report knowledge gained back to Aging Services.

**By March 2014,** we will develop information-sharing outlet for fellow Aging Services team members.

**By July 2014,** we will develop a step-by-step guide that can be provided to those within Aging Services who are involved in contracting.

**By September 2014,** we will provide opportunity for online contract processing training to Aging Services staff.

---

### ***Important Results:***

- The increased knowledge of contract process
- The number and percentage of Aging Services contract monitors who participate in online contract training
- The reduction in returns of contracts back to Aging Services for correction

## ***OUTCOME 4: We have a culture of continuous improvement.***

***Goal 3:*** We will increase the understanding and application of outcome-focused performance and evidence-based practices.

***Objective 1:*** We will increase the performance awareness of Aging Services and ensure that goals and objectives are aligned with the department-level strategic plan by May 2014.

### **Action Plan:**

**By May 2014,** we will create a finalized plan with Aging Services objectives, action plans and important results that is fully aligned with DHS goals.

**By May 2014,** we will work with Design Services to produce and distribute the Aging Services Strategic Plan.

**By December 2014,** we will attend outcome-based performance training.

**By June 2015,** we will create an outcome-focused work environment at all levels of Aging Services.

---

### **Important Results:**

- The increased number and percentage of designated management and leadership members attending outcome-based performance trainings
- The increased understanding of how individual work performance impacts client outcomes
- The increased understanding of how individual work relates to the goals and objectives for both Aging Services Division and the agency
- The increased number of new outcomes measures created and put into use



# Aging Services

