



Strategic Plan

SFY 2017-2018



**Aging
Services**

DHS STRATEGY MAP

SFY 2017-2018

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

Safety • Integrity • Professionalism • Compassion



<p>We help Oklahomans who are vulnerable lead safer, healthier, more independent and productive lives.</p> <p>We will:</p> <ul style="list-style-type: none"> • Improve the well-being of the people we serve • Improve access to our services and benefits 	<p>Our workforce is informed, supported and engaged.</p> <p>We will:</p> <ul style="list-style-type: none"> • Promote safe, healthy work environments • Improve the effectiveness of our workforce • Continue to improve employee engagement 	<p>We are engaged with communities to meet the needs of Oklahomans who are vulnerable.</p> <p>We will:</p> <ul style="list-style-type: none"> • Build and strengthen community partnerships • Help Oklahomans who are vulnerable access community resources 	<p>We have a culture of continuous improvement.</p> <p>We will:</p> <ul style="list-style-type: none"> • Continue to improve the department's effectiveness, efficiency and accountability • Continue to evaluate the impact our services and benefits have on Oklahomans who are vulnerable
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Figure 1. SFY 2017-2018 Strategy Map

A Letter from the Director of Aging Services

Most of us are aware of the statistics regarding the growth of our aged population. Of Oklahoma's 3,878,051 citizens, persons over age 65 comprise 14.5% of the population and that is a 2% jump from last year. Older adults are the fastest-growing cohort in the United States.

A new addition to this document is the one-page overview of Aging Services. I draw your attention to that page because it is important to understand how much of our energy is directed toward the day-to-day work associated with 20 major programs. This plan shares details beyond the traditional work we are doing in programs like the ADvantage Program Medicaid Waiver, Older Americans Act, Transportation, Adult Day Health and many others. The objectives address specific initiatives that complement and create efficiencies in our programs. We strive to create innovative and unique approaches to serving aging Oklahomans.

Oklahoma is fortunate to have a committed and resilient aging network. Budgeting challenges, among many challenges, are real and the network continues to try to 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 disability communities, minority groups, the mental health network and many others.

This plan breaks down into two focus areas. Naturally, we are excited about expanding programming to protect Oklahomans from abuse and exploitation, collaboratively developing the No Wrong Door, strengthening programs like the Senior Community Services Employment Program (SCSEP) and supporting the Healthy Aging Initiative. As another important focus area, you'll note multiple objectives that are intended to sharpen internal operations, including employee-driven programming, training and an enhanced focus on quality.

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

Blessings,

Lance Robertson
Director, Aging Services

DIVISION OVERVIEW

The statistics are significant. The number of older Oklahomans is growing year by year, and that brings new challenges. Currently, more than 562,530 Oklahomans are 65 years of age or older. That number represents 14.5% of the state's population. By 2020, that percentage is estimated to increase to close to 25%.

The Oklahoma Department of Human Services (DHS) Aging Services provides statewide leadership to address the challenges that accompany this ever-growing segment of our population. Designated by the governor as the lead agency for addressing the needs of older Oklahomans, DHS Aging Services administers statewide programs that protect the rights and quality of life for aging Oklahomans and their caregivers. Collaborating with more than 200 partnerships across the state, Aging Services touches the lives of many older Oklahomans annually.

As the backbone of Aging Services, the Special Unit on Aging provides oversight of 11 Area Agencies on Aging (AAA), which receive both federal and state funds. The unit monitors, evaluates and offers technical assistance to the AAAs to improve the lives of older Oklahomans. Services are available to persons 60 and older, regardless of income, through local projects funded to provide meals, transportation, legal services, homemaker services and respite.

Aging Services operates the Medicaid Services Unit, which helps frail elders and adults with disabilities to stay at home instead of going to a nursing facility in most cases. Studies show that people want to stay in their homes. Additionally, nursing facility care costs four times the amount of in-home care. The *ADvantage* Program and State Plan Personal Care Service offer in-home services, such as case management, homemaker services and personal care.

Aging Services develops, manages and coordinates several statewide activities that address aging issues. Adult Day Services, Respite Vouchers, the Senior Community Services Employment Agency, 2-1-1, the 5310 Transportation Program for Older Adults and Persons with Disabilities, the Seniors Farmers Market, as well as the Oklahoma Senior Corps Program, are all key programs within Aging Services.

The State Long-Term Care Ombudsman Program serves to help protect the rights of residents in Oklahoma's long-term care facilities, including nursing homes, assisted living and similar adult care facilities. An ombudsman helps advance both the quality of life and the quality of care available to long-term care facility residents.

Oklahoma is the only state that has established by state statute an Office of Elder Rights to support the state legal services developer, a position required under the Older Americans Act. The mission of this unit is to improve legal and advocacy services available to Oklahoma's vulnerable elderly.

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

Goal 1: We will improve the well-being of the people we serve.

Objective 1: We will implement a person-centered approach to resolve problems and advocate for the rights of residents in long-term care facilities beginning August 2016.

Action Plan:

By August 2016, we will develop a plan and timeline for educating long-term care ombudsmen about new federal regulations that outline changes to abuse reporting processes, complaint investigation timeframes and conflict of interest considerations.

By December 2016, we will design training materials related to these new regulations.

By March 2017, we will implement training that will assist Oklahoma in meeting expectations in addressing abuse reporting processes, complaint investigation timeframes and conflict of interest considerations.

By June 2017, we will evaluate the effectiveness of the training and make improvements based on evaluation findings.

Important Results:

- The increased knowledge of long-term care ombudsmen about changes to abuse reporting processes, complaint investigation timeframes and conflict of interest considerations
- The enhanced abilities of long-term care ombudsmen to utilize a person-centered approach to resolve problems and advocate for the rights of residents in long-term care facilities
- The decrease in the complaint response time to five business days or less
- The increase in number of appropriate referrals by long-term care ombudsmen to other agencies and/or programs

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

Goal 1: We will improve the well-being of the people we serve.

Objective 2: We will support Oklahoma's Healthy Aging Initiative by partnering with several key agencies to improve senior health indicators beginning August 2016.

Action Plan:

Beginning August 2016, we will provide leadership in co-coordinating the statewide Healthy Aging Summit annually by chairing the summit content focused on senior nutrition.

Beginning August 2016, we will actively participate in the monthly partner group meetings and broaden involvement of Aging Services' specific unit programs and services.

Beginning August 2016, we will submit quarterly update reports to agency leadership as well as the State Council on Aging on the progress of the initiative.

By January 2017, we will contribute to the finalization of the plan developing specific recommendations on nutrition.

By June 2018, we will seek a partnership with the National Foundation to End Senior Hunger (NFESH) to address food insecurity and food waste.

Important Results:

- Improved statewide partnership focused on reducing food insecurity for seniors
- The increased knowledge of the food security challenges for seniors in the state of Oklahoma
- The reduction of the percent of older adults who are marginally food insecure
- The reduction of food waste within the meal service program (OAA) of Aging Services through a partnership with NFESH

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

Goal 2: We will improve access to our services and benefits.

Objective 1: We will enhance the No Wrong Door initiative by developing a website for public use that improves aging and disability resource information tools and services available statewide by June 2018.

Action Plan:

By January 2017, we will complete an environmental scan that includes identifying and leveraging existing online resources statewide.

By January 2017, we will establish data sharing agreements among agencies and community partners that will provide information updates about available services and tools.

By December 2017, we will determine procurement needs to design an online solution to meet existing and future needs that allows for automated behavioral health assessments.

By June 2018, we will design, develop, test and deploy the website.

Important Results:

- The increased awareness of aging resources across the state
- The improved access to aging resources across the state
- Improved partnerships to allow for cost-sharing across multiple organizations

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

Goal 2: We will improve access to our services and benefits.

Objective 2: We will develop a monthly Aging Services Academy that is available in person or via Adobe Connect beginning January 2017.

Action Plan:

By January 2017, we will develop and design e-curriculum for a two-hour monthly training and engage Aging Services departments to ensure the accuracy of the information.

By March 2017, we will develop e-marketing materials for distribution across the agency.

By June 2017, we will design an enrollment process for the academy and tracking system including BEST Surveys.

By June 2017, we will deploy the Aging Services Academy.

By September 2017, we will develop a referral process for DHS employees to refer their clients for aging-related services.

By December 2017, we will develop a toolkit for DHS employees to use Aging Services as they serve their respective clients.

Important Results:

- The increased employee knowledge regarding the aging population and services
- The increased awareness of Aging Services as an information clearinghouse for aging issues
- The increased specific understanding of DHS employees about Aging Services

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

Goal 1: We will promote safe, healthy work environments.

Objective 1: We will improve the safety and well-being of employees while on the job by September 2017.

Action Plan:

By August 2016, we will assign a new chair for the Quality Standards Safety Sub-committee.

By August 2016, we will appoint a member of the Aging Services Leadership Team as a champion for the Safety Sub-committee and their work.

By September 2016, we will review and revise 2015 Final Report of the Safety Sub-committee's safety concerns and solutions.

Beginning October 2016, we will conduct appropriate safety drills on a regular basis.

Beginning February 2017, we will submit a semi-annual report to agency leadership on the progress of the Quality Standards Safety initiative within Aging Services.

By March 2017, we will update the Safety Roster with new assignments to ensure coverage of the four safety zones established for the Aging Services State Office.

Beginning July 2017, we will provide safety tips to Aging Services employees twice a year.

By August 2017, we will update roadside safety kits, in-office safety kits, safety checklists, interview guidelines for DHS's nurses, placement of "employee only" signs and safety training to employees.

Important Results:

- The increased knowledge of employees about safety issues and solutions
- The increased sense of safety among Aging Services employees
- The increased percentage of employees who report that Aging Services staff show concern for the safety of colleagues and clients when necessary
- The increased percentage of staff who report that Aging Services staff respond to safety alerts according to protocol

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

Goal 2: We will improve the effectiveness of our workforce.

Objective 1: We will improve the integrity, professionalism and compassion of employees by further implementing DHS Quality Standards by March 2018.

Action Plan:

By August 2016, we will assign a new chair for the Quality Standards Sub-committees focused on integrity, professionalism and compassion.

By August 2016, we will appoint a member of the Aging Services Leadership Team as a champion for all sub-committees and their work.

By September 2016, we will review and update the Professionalism Matrix, which will align quality standards with standard operating procedures.

By February 2017, we will review and update the Compassion Card used to demonstrate compassion to a fellow co-worker.

Beginning June 2017, we will provide a “Lunch and Learn” opportunity about Quality Standards for employees twice a year.

By November 2017, we will develop Interactive Compassion signs with different motivational messages in various locations in Aging Services.

By January 2018, we will develop and distribute Professionalism in the Workplace pamphlets/cards to employees.

By February 2018, we will develop regular emails highlighting various aspects of compassion.

Important Results:

- The increased knowledge of employees about Quality Standards in the workplace
- The increased percentage of staff who report that Aging Services staff do what they say they will do
- The increased percentage of staff who report that Aging Services staff responded actively to requests and concerns
- The increased percentage of employees who report that Aging Services staff treat others with courtesy
- The increased percentage of employees who report that Aging Services staff meet or exceed expectations for assistance
- The increased percentage of employees who report that Aging Services staff listen attentively to what you have to say
- The increased percentage of employees who report that Aging Services staff treat others with respect and dignity

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

Goal 2: We will improve the effectiveness of our workforce.

Objective 2: To ensure that all contract monitors in Aging Services are sufficiently trained in a timely manner beginning August 2016.

Action Plan:

By August 2016, we will identify appropriate team members who are, or need to be, designated as a contract monitor, including all supervisors.

By September 2016, we will assure all appropriate team members have participated in the contract monitoring training conducted by the Contracts and Purchasing Unit and Legal Services.

By December 2016, we will ensure all appropriate team members have completed required online trainings related to contract monitoring.

By December 2016, we will offer a forum at least twice a year where contract monitors can gather to discuss lessons learned and mentor any new monitors.

Important Results:

- The increased knowledge of team members regarding how to monitor contracts correctly and efficiently
- The increased peer-to-peer sharing and training by contract monitors
- The increased percentage of Aging Services' contract monitors who have received all required training

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

Goal 3: We will continue to improve employee engagement.

Objective 1: We will implement Collaborative Coaching as a cost-effective, efficient way of engaging Aging Services' employees in their professional development beginning August 2016.

Action Plan:

By August 2016, we will design and develop materials for Collaborative Coaching Training for supervisors.

By August 2016, we will provide training to all Aging Services supervisors.

By December 2016, we will evaluate the effectiveness of training content and methods.

By March 2017, we will develop and distribute a BEST Survey tool to determine outcome measurements.

Important Results:

- The increased knowledge and use of Collaborative Coaching techniques
- The increased percentage of staff who reported that Aging Services and its leadership promotes and expects professional, courteous, and responsive behavior
- The increased percentage of employees who report their management consistently provides them with the information they need to know
- The increased percentage of employees who report their personal development is encouraged by their supervisor in a cost-efficient and effective manner
- The increased percentage of employees who report they feel valued by their supervisor
- The increased percentage of employees who report they are satisfied with the level of open communication with their immediate supervisor

OUTCOME 3: We are engaged with communities to meet the needs of Oklahoma.

Goal 1: We will build and strengthen community partnerships.

Objective 1: We will collaborate with key partners to more effectively address potential service gaps to meet the needs of aging Oklahomans beginning January 2017.

Action Plan:

By January 2017, we will meet with the Alzheimer’s Association to review the 2016 State Plan and discuss the frequency with which the plan will be updated moving forward.

By January 2017, we will finalize the “Question, Persuade, Refer” (QPR) agreement with the Oklahoma Department of Mental Health & Substance Abuse Services to positively impact the number of older adult suicides in Oklahoma.

By May 2017, we will reestablish the relationship with the Oklahoma Indian Council on Aging and other key tribal partners throughout the state.

Important Results:

- The increased number of partners working effectively with Aging Services to serve the needs of older Oklahomans
- The reduction of older adult suicides in Oklahoma as measured through the QPR program
- The increased support for older adults diagnosed with Alzheimer’s and their families

OUTCOME 3: We are engaged with communities to meet the needs of Oklahoma.

Goal 2: We will help Oklahomans who are vulnerable access resources.

Objective 1: We will develop and implement a system to prevent discrimination against Limited English Proficient (LEP) populations and provide expanded access to transportation services for LEP populations beginning September 2016.

Action Plan:

By September 2016, we will coordinate with OPRS to identify counties that meet the required threshold for LEP assessments.

By September 2016, we will develop and distribute fact sheets on LEP assessments and Civil Rights Planning for transportation providers who contract with Aging Services.

Beginning December 2016, we will provide technical assistance on LEP assessments and Civil Rights Plan development for providers.

By March 2017, we will design a checklist for providers to use for submission of successful Civil Rights Plans by nonprofit transportation providers.

By June 2017, we will receive and approve Civil Rights Plans from transportation providers that address LEP concerns.

Important Results:

- The increased knowledge of transportation providers to protect the rights of LEP populations
- The increase in successful and formally approved Civil Rights Plans that address considerations of LEP persons
- The increased use of transportation services by LEP populations

OUTCOME 3: We have a culture of continuous improvement.

Goal 1: We will continue to improve the department's effectiveness, efficiency and accountability.

Objective 1: We will develop a plan for monitoring the Senior Community Services Employment Program (SCSEP) that provides subsidized, service-based training for low-income, unemployed or under-employed persons 55 or older beginning August 2016.

Action Plan:

By August 2016, we will design and develop a plan to monitor and promote increased compliance with requirements of SCSEP.

By August 2016, we will design a checklist for submission of successful strategies by service providers.

By December 2016, we will provide technical assistance to service providers on monitoring tool.

By March 2017, we will receive feedback from service providers related to the checklist, evaluate the monitoring tool and make changes as necessary.

By June 2017, we will implement the use of monitoring tool for quarterly reviews to ensure annual compliance with the SCSEP.

Important Results:

- The increased program knowledge by service providers regarding SCSEP requirements
- The increased employment of older adults by service providers

OUTCOME 3: We have a culture of continuous improvement.

Goal 2: We will continue to evaluate the impact our services and benefits have on Oklahomans who are vulnerable.

Objective 1: We will complete the Waiver Management Information System (WMIS) redesign to assure greater *ADvantage* program efficiency, effectiveness and accountability by August 2016.

Action Plan:

By August 2016, we will complete all analysis and finalize all the steps needed to interface with the DHS eligibility systems.

By December 2016, we will insure quality of the new information system throughout testing.

By March 2017, we will provide monthly updates to agency on the progress of this key redesign effort.

By March 2017, we will launch new Waiver Management Information System (WMIS).

Important Results:

- The reduction of manual workarounds for staff supporting the *ADvantage* program
- The increased connectedness between clients and providers in case plan development
- The increased ability to track case information
- The increased ability to track program outcomes

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