

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

[Click here for key of State Agencies](#)

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. <i>(GACA is a key partner)</i>	DES, AHCCCS	Area Agencies of Aging (AAAs), GACA	7/1/2008-6/30/2010	09-10: AZ Links Partnerships were established for Pima County (2009), Pinal-Gila Counties (2009), Apache/Coconino/Navajo and Yavapai Counties (2010), Yuma/La Paz (2010). AZ Links partnerships, which function as Resource Centers, now serve eleven counties in Arizona. The AZLinks.gov website, www.azlinks.gov, was expanded to include online options counseling resources.

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. (GACA is a key partner)	AOT	GACA	Task Completed	July 2007 During May, 2007 AOT held three "Grand Impressions Workshops" customer service training programs. AOT collaborated with representatives from AZ Office for Americans with Disabilities, Governor's Office and DES/Division on Aging & Adult Services to provide presentations featuring the latest trends, research, and information when working for and with older adults and persons with disabilities to a wide variety of attendees at these sessions.
f.	To coordinate conferences and seminars 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	Annual Events	2008 Governor's Conference on Aging; 2009 Senior Action Day, Collaborated with Arizona Alzheimer's Consortium & Alzheimer's Association Desert Southwest Chapter to provide afternoon community sessions at 2010 Arizona Alzheimer's Consortium Conference; provided conference track speaker recommendations for ADOH 2010 Conference.
g.	Partner with Commerce, DES, Tourism, and others to promote the value of mature workers.	GACA	Commerce, DES, Community Colleges	On-going	Mature Worker Friendly Certified Employer (MWFCE) training conducted 2008, 2009, 2010. Plans for MWFCE re-certification (2008 and 2009 participants) in 2011.
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. (GACA is a key partner)	DES	GACA	7/2005 - Ongoing	See DES response. Note: GACA supported the launch of the Arizona Caregiver Coalition; partnered with ACDHH to produce and distribute a fact sheet on hearing loss. The GACA Oral Health Sub-Committee produced a <i>Healthy Smiles Forever</i> Factsheet in 2010.
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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. (GACA is a key partner)	DES	GACA, DHS	2009-2010	Governor's Office on Aging helped launch Arizona Fall Prevention Coalition 2009-2010.
b.	Promote independence through the availability and accessibility of non-medical home and community based services. (GACA is a key partner)	DES	GACA, AAAs	2009-2010	GACA Senior Action Day 2009 advocated for continuation of HCBS; GACA submitted a letter of support to the Governor for Proposition 100, May 2010.
f.	Facilitate coordination of immunization efforts among older adults. (GACA is a key partner)	ADHS	TAPI, GACA	Outreach in Pinal County	GACA exploring ways to support ADHS, Maricopa County, U of A School of Pharmacy, Pharmacists' Association efforts to promote immunizations of all ages that benefits older adults - 2010.

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
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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. (GACA is a key partner)	ADOT	GACA	12/1/2010	GACA Legislative & Policy Coordinating Committee began researching older driver safety as part of transit focus and proposed older driver safety campaign as LPCC priority in 2011-2012.
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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
d.	Work with private foundations, Area Agencies on Aging and community colleges to develop culturally appropriate training programs for family caregivers.	GACA	DES, Alz Assn, AAAs	Start FY2008	Placed on hold due to lack of resources & staffing 2009

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
a.	Cooperate with State medical schools to support professional training programs that produce gerontological specialists and fill gaps in medical service availability. (GACA is a key partner)	AHCCCS	GACA	2005/Ongoing	GACA supported Governor's Task Force on retention and recruitment which Office on Aging staff coordinated and developed recommendations prior to 1/1/2009.
c.	Provide leadership to statewide workforce development efforts. (GACA is a key partner)	ADHS, DES	Commerce, GACA	Ongoing	GACA staff participate in Interagency Council on Long-Term Care and have partnered with DES, Commerce on mature workforce initiatives.
i.	Collaborate with experts in the field to develop and provide training opportunities for employees. (GACA is a key partner)	DES	GACA, Uof A		See DES report
j.	Provide on-going training to staff to effectively serve the family unit. (i.e., aging sensitivity training for kinship care service recipients). (GACA is a key partner)	DES	GACA, U of A		See DES report

k.	Work with policy makers, educators, health care providers and consumers to develop and advocate for policies, programs, and other mechanisms that increase the professional status, quality and numbers of direct care workers.	GACA	DES, DHS, AHCCCS, Citizens' Workgroup on LTC Workforce, Interagency Council on LTC	April 2004 - Ongoing	See DES report
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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
a.	Together with key stakeholders provide opportunities for businesses, public and private agencies, community colleges and mature workers to identify barriers that may prevent the hiring of mature workers and opportunities for persons interested in meaningful and productive employment.	GACA	DES, Commerce, Tourism	January 2005 - November 2005	Together with key stakeholders, provide opportunities for businesses, public and private agencies, community colleges, and mature workers to identify barriers that may prevent the hiring of mature workers and opportunities for persons interested in meaningful and productive employment.
b.	Increase employment opportunities with a living wage and training opportunities for older Arizonans. <i>(GACA is a key partner)</i>	DES	GACA, AAAs, Mohave County One-Stop	10/1/2005 - Ongoing	09-10: The Division of Aging and Adult Services continues to increase employment opportunities to older adults by participating in the GACA Mature Worker Program and update the Events page of azmatureworkers.com . The Division of Aging and Adult Services Mature Worker Program Coordinator also continues to sit on the Phoenix Workforce Connections Board.

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

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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x.	Coordinate with the Department of Administration, as appropriate, and assist in developing retirement transition opportunities for aging state workers.	GACA	ADOA, ARS, DES	Ongoing	State of Arizona certified as Mature Worker Friendly Employer in 2010.
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Goal 6: Enhance the State's capacity to develop and maintain the necessary infrastructure to deliver services in a culturally appropriate, timely and cost effective manner.

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

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

<u>STRATEGIES</u>		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

Objective 6.4: Establish 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
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 maintains Legislative and Policy Coordinating Committee to coordinate advocacy agendas for aging issues; participates in the Interagency Council on Long Term Care, the Citizens' Workgroup on LTC.

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

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

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

<u>STRATEGIES</u>		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. (GACA is a key partner)	DES	GACA	Ongoing	See DES report; GACA continued participation in 2009, 2010.

b.	Through the Aging 2020 process, promote cross-agency collaboration and leveraging to promote streamlining and improve system management.	GACA	15 state agencies	September 2005 - Ongoing	Confirmed as priority for new administration 2009 and coordination of meetings continued in 2010.
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Key:	<u>Participating State Agencies and Boards</u>
ABOR	Arizona Board of Regents
ADC	Arizona Department of Corrections
ADHS	Arizona Department of Health Services
ADOA	Arizona Department of Administration
ADOH	Arizona Department of Housing
ADOT	Arizona Department of Transportation
ADVS	Arizona Department of Veterans Services
ASVH	Arizona State Veteran Home
ASRS	Arizona State Retirement System
AG	Arizona Attorney Generals Office
AHCCCS	Arizona Health Care Cost Containment System
AOT	Office of Tourism
ASP	Arizona State Parks
Commerce	Arizona Department of Commerce
DES	Department of Economic Security
DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging Governor's Office

Arizona Department of Administration (ADOA) Update By Goal

[Click here for key of State Agencies](#)

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
e. Market existing work-life benefits.	ADOA	Work life	Eliminated	ADOA eliminated the Worklife Program in January 2010 due to lack of funding
f. Promote health and wellness initiatives for state employees.	ADOA	Benefits	March 2005 - June 2006	DEC 2010 Benefits will continue to offer programs such as the Flu Vaccine Program and Mammography screens based on availability of funding.
r. Ensure the State Fulfills its Mature Worker Friendly Employer Pledge	ADOA	Work life	Fiscal Year 2011- Fiscal Year 2012	State of Arizona Government was officially certified on October 1, 2010 as an Arizona Mature Worker Friendly Employer.
s. Perform workforce analysis and provide proactive recruitment based on analysis.	ADOA	Work life	Ongoing	Published the 2010 Work force report in September 2010

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
c. Offer family care support for state employees.	ADOA	Benefits	Eliminated	The Child Development Center was closed in December 2008 due to lack of funding.

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
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e.	Fine tune plans to staff the state Veteran Home to be opened in Tucson. (<i>ADOA is a key partner</i>)	ADVS	ADOA, Nursing Roundtable, AZ Military Bases	Fall 2005 until the Home is actually opened (estimated 2008).	An Administrator for the Arizona State Veteran Home with a strong Human Resources background was hired. She will spearhead plans for staffing the Tucson facility. The Director of Nursing has been working with Nursing Roundtable (facilitated by Ricia Allen @ ADOA).
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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
a.	Increase the retention rate of older employees. (<i>ADOA is a key partner</i>)	DES	ADOA		Action plan under development
h.	Identify on-the-job training and apprenticeship programs that may be suitable for veterans seeking employment with the State. The veterans can work for the State while obtaining Montgomery GI Bill educational benefits. (<i>ADOA is a key partner</i>)	ADVS	ADOA, US Dept. of Veterans Affairs	Spring 2005 - 2008	Initiated contact with ADOA, Director was discussed at the Governor's Cabinet Meetings. In August, The State Approving Agency met with the Arizona Law Enforcement Association Commission to discuss applicability.

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. (<i>ADOA is a key partner</i>)	ADOH	ADOA	March 2006 - December 2006	
j.	Investigate ways to encourage employee retention (such as flexible work schedules and job shares), minimize turnover through management training programs, and assist managers facing increasing work demands with limited human resources. (<i>ADOA is a key partner</i>)	ADVS	ADOA	Fall 2005 - March 2006	Managers will be enrolled in the new Arizona Government University management training program (STARS) beginning January 2006.
k.	Perform workforce analysis and proactive recruitment.	ADOA	HR/Employment	Ongoing	The ADOA Recruitment Manager provided interview services to Gateway Community College for the Human Services Program, which is tailored for the mature student. The ADOA Recruitment Manager is also involved in the Employability Planning Committee helping provide Employment Opportunities for the disabled community.

l.	Enhance our recruiting efforts for military veterans, retirees and the mature workforce (Previously titled: "Explore recruiting military veterans and retirees")	ADOA	HRD	On Hold	DEC 2010 Placed on hold due to budget reduction and reduction in staff
m.	Explore recruiting military veterans and retirees.	ADOA	HRD	On Hold	DEC 2010 Placed on hold due to budget reductions and reduction in staff.
n.	Develop and provide succession management tools to assist agencies in developing their own staff through training and mentoring programs.	ADOA	HR	On Hold	DEC 2010 Placed on hold due to budget reductions and reduction in staff.
o.	Assess employees' training needs.	ADOA	AzGU	Closed –November 2008 Assessment completed	DEC 2010 • AzGU was closed in February 2008 due to lack of funding
p.	Develop training programs for emerging skills.	ADOA	AzGU	Eliminated	DEC 2010 • AzGU was closed in February 2008 due to lack of funding
q.	Provide variety of training in various formats to meet demands of employees.	ADOA	AzGU	Eliminated	DEC 2010 • AzGU was closed in February 2008 due to lack of funding
r.	Automate recruitment system.	ADOA	Yahoo Hiring Gateway	Complete	Action closed
s.	Establish internship programs for high school and college students.	ADOA	Recruitment	Reopen	The Internship Program "Interns in Action" was launched in Oct 2009. To date, 45 interns have been placed in over 20 state agencies. We have established partnerships with 7 universities/colleges to foster the program. Additionally, we have been successfully integrating the "Mature Student" in the internship program.
t.	Provide part-time work for state employees easing into retirement.	ADOA	Work Life	Eliminated	ADOA eliminated the Worklife Program in January 2010 due to lack of funding
u.	Develop plans for job sharing and continue offering flexible work schedules.	ADOA	Work Life	Eliminated	ADOA eliminated the Worklife Program in January 2010 due to lack of funding
x.	Coordinate with the Department of Administration, as appropriate, and assist in developing retirement transition opportunities for aging state workers. (ADOA is a key partner)	GACA	ADOA, ARS, DES	Start exploration 2008	

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	HRD Classification and Compensation	On Hold	DEC 2010 Placed on hold due to budget deficit
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	See 2.4 f	DEC 2010 Changes made to the insurance products in 2009 have had a positive effect in reducing medical trend in 2010. Federal health care reform (PPACA) required certain changes be made to health plans – those implemented effective 1-1-2011 include: removal of life time maximum out of pocket expenses for PPO plan (\$2 million), removal of annual dollar maximums on preventative services (\$1500) now limited to 1 exam per year, hearing aides (\$3000) now limited to one aid per ear per year, dependents may now be covered to the age of 26. The cost share of these additional benefits are being shouldered by the employees.
c.	Increase availability of voluntary benefits such as long term care insurance for state employees.	ADOA	Benefits	Eliminated	DEC 2010 ADOA eliminated the Worklife Program in January 2010 due to lack of funding

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ADVS	Arizona Department of Veterans Services
ASVH	Arizona State Veteran Home
ASRS	Arizona State Retirement System
AG	Arizona Attorney Generals Office
AHCCCS	Arizona Health Care Cost Containment System
AOT	Office of Tourism
ASP	Arizona State Parks
Commerce	Arizona Department of Commerce
DES	Department of Economic Security
DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging Governor's Office

Arizona Department of Housing (ADOH) Update By Goal

[Click here for key of State Agencies](#)

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	12-30-2010: Web site redesigned and constantly updated as information changes. ADOH also works on updating information for social serve.com which assists all clients of the state in finding decent, safe, accessible and affordable housing.

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	December 2010	Through regular review of personnel process and internal communications, employees are informed of retirement benefits and post-retirement opportunities. Currently we have 2 employee that have retired from ADOH and work on a part-time basis within the department
e.	Prepare a plan for key employee succession and skill retention in the future.	ADOH		June 2009 - Present	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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
j.	Increase awareness of the family caregiver support services.	ADOH		Ongoing	To increase awareness of family caregiver support services, Arizona Department of Housing strategically combines its efforts with organizations that have, as part of their mission, a concern for this population.
k.	Create/support programs for new construction of senior complexes, acquisition/rehabilitation of existing senior housing projects.	ADOH	AHCCCS,DES, AAA	As of 12/30/10	Arizona Department of Housing, through its Low-Income Housing Tax Credit program and the State Housing Fund awarded funds for new construction of developments that support seniors.
l.	Expand home modification program for seniors throughout the state.	ADOH	AHCCS,DES	Current	A Notice of Funding Availability was released in August of 2010 with a deadline of January 14, 2011 for Owner Occupied Housing Rehabilitation. It is not focused on senior housing but seniors at 80% or less of Area Median Income would qualify if a project was awarded in their region.
m.	Review homeowner rehabilitation and manufactured ADOH replacement programs to improve feasibility for seniors.	ADOH		As of 12/30/10	HOME dollars have been used for Owner Occupied Housing Rehabilitations for the last two years.
n.	Research potentials for the creation of manufactured ADOH developments for both rental and homeownership projects.	ADOH		2009-2010	FEMA mobile homes were offered to Tribes and Colorado River Indian Tribe did transport 23 mobile homes to their reservation for homeownership. ADOH assisted with transport costs.

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 2011 Qualified Allocation Plan and its State Housing Fund FY 2010 Program Summary and Application Guide. 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. Arizona Department of Housing continuously modifies its plans based on market and community needs.
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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		2009-2010	Currently no specific activities focus on this issue.
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 person.	ADOH		Ongoing	The Arizona Department of Housing provides technical assistance to communities, counties, non-profit organizations and other partners with the technical assistance necessary to access our resources and develop projects that meet critical community development and housing needs. ADOH has a Technical Assistance Coordinator position as well as experts who also provide TA in each division: Community Development, Rental Development, 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		Ongoing	Arizona Department of Housing provides funding to Arizona Division of Behavioral Services for housing and they utilize Medicare and Medicaid waivers for qualified residents, some of whom are seniors.

i.	Collaborate with state & local government agencies, nonprofit & private service providers to develop a range of medical, recreational and other support services for residents of new ADOH projects.	ADOH		Ongoing	Arizona Department of Housing supports local communities in Arizona with the increased challenge of balancing future growth while keeping existing housing stock, infrastructure and community facilities from declining. Construction or improvements to a range of community facilities including senior centers and health centers is encouraged.
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.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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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		As of 12/30/10	Due to severe cuts in the Housing Trust Fund, there is no longer a set aside for housing projects on tribal lands. In the last two years however, Colorado River Indian Tribes moved 23 FEMA trailers from Hope Arkansas to tribal land. ADOH assisted with moving costs. These homes were set on concrete foundations, hooked up to local utilities and offered for home ownership. All are now occupied, though demographics of occupants are unknown to ADOH. ADOH contracted with Navajo Nation Housing Authority to provide infrastructure costs for 18 scattered site homes being built in the Tuba City area. Five of these homes are for seniors specifically. This project will be finished December of 2011. ADOH also has a contract with Native Home Capital, who is working with several Arizona tribes to develop housing, specifically White Mountain Apache, Salt River and Gila River Indian nations.
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		As of 12/30/10	In years past ADOH has awarded additional points on Low Income Housing Tax Credit projects serving individuals 62+ years of age which also included a Supportive Services plan. The Qualified Allocation Plan (QAP) for 2011 does not have this particular set aside although seniors may very well be included in the Veterans , Homeless, Rural and Tribal populations that are the set asides in this QAP.

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

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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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 mentioned in continuum of care meetings held throughout the state for HUD purposes. 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		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		As of 12/30/10	The Arizona Department of Housing down payment and closing cost program ended June 30, 2009. The Housing Trust Fund is no longer funded at 55% of unclaimed property and currently our budget is unknown. This has halted the opportunity for emergency rehab, gap financing for homeowner programs and other programs that were funded in years past.

k.	Homes for Arizonans Initiative provides low-cost mortgage financing and down payment and closing cost assistance.	ADOH		As of 12/30/10	The Arizona Department of Housing down payment and closing cost program ended June 30, 2009. The Housing Trust Fund is no longer funded at 55% of unclaimed property and currently our budget is unknown. This has halted the opportunity for emergency rehab, gap financing for homeowner programs 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 114 subsidized properties, representing over 7,900 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.
m.	Community Development Block Grant funds are used in rural communities to construct senior centers.	ADOH		As of 12/30/10	Arizona Department of Housing uses Community Development Block Grant (CDBG) funds in rural communities to address a wide variety of community development needs including the construction or improvements to a range of community facilities such as senior, community, social service, health and youth centers. In 2009 Yavapai County's Senior Center used CDBG funding for improvements of new window shades, a new automatic door, and new sound equipment. The St. Johns-Concho Senior Citizens Community Center purchased and installed an energy efficient steel commercial electric range with double oven. And in Payson, they replaced the HVAC in the Senior Center and upgraded the electrical system for the Senior Thrift Store. In 2010 so far, the Senior Center in Pinetop/Lakeside improved safety renovations to include leveling and recarpeting of the dining hall, updating fire alarm system and purchased a new range hood.

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 discussions with its lending partners regarding mortgage products that impact low-income and senior communities.
o.	Provide a set aside for senior ADOH projects in Low Income Housing Tax Credit (LIHTC) program.	ADOH		Ongoing	A senior set aside is not part of the current Qualified Allocation Plan. The Qualified Allocation Plan is reviewed annually and a senior set aside may be part of a QAP in the future.
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 (SSP) 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, provable benefit to low-income and special needs persons, especially, how effectively the proposal proves that the need for the project exists.
q.	Provide gap financing to developers of affordable senior rental ADOH using other public and private financing resources.	ADOH		Ongoing	Projects awarded Low-Income Housing Tax Credit (LIHTC), including those projects which provide affordable housing to senior population may currently apply for GAP funding through the State Housing Fund although this funding source is severely limited due to transfers and diminishing of the funds by the state legislature
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	Arizona Department of Housing did award specific points to projects serving 80% or more elderly individuals. Project design that address specific and targeted needs are fundamentals elements of the ADOH planning process.
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	Since December 2008, 1,461 units have been funded for Seniors 55+. Of those 1461 units, 54% or 797 units are for seniors 62+. Some of the units are still in development but 606 are ready for occupancy. These permanent affordable housing units are in 8 counties throughout Arizona.
u.	Determine the feasibility of establishing a Handyman Program to assist seniors in maintaining their homes.	ADOH		Ongoing	Arizona Department of Housing currently promotes collaboration between service providers to maximize use of funds to provide housing and services for the elderly. Through its work with local service providers, Arizona Department of Housing does explore programs that assist seniors in maintaining their homes.

Key:	<u>Participating State Agencies and Boards</u>
ABOR	Arizona Board of Regents
ADC	Arizona Department of Corrections
ADHS	Arizona Department of Health Services
ADOA	Arizona Department of Administration
ADOH	Arizona Department of Housing
ADOT	Arizona Department of Transportation
ADVS	Arizona Department of Veterans Services
ASVH	Arizona State Veteran Home
ASRS	Arizona State Retirement System
AG	Arizona Attorney Generals Office
AHCCCS	Arizona Health Care Cost Containment System
AOT	Office of Tourism
ASP	Arizona State Parks
Commerce	Arizona Department of Commerce
DES	Department of Economic Security
DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging
	Governor's Office

Arizona Department of Health Services (ADHS) Update By Goal

[Click here for key of State Agencies](#)

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
c. Continue to implement Web-based strategies for collecting and providing licensing and vital records information.	ADHS	GITA	Estimated completion by 12/06 for all Licensing programs.	11/2010 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.

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
a. Collaborate with other agencies to coordinate transportation resources to effectively meet the needs of older adults. (<i>ADHS is a key partner</i>)	ADOT - ALL other agencies	DES, AHCCCS, ADHS, Pinal/Gila Council on Aging, Community Agencies in Pinal County, MAG	12-31-05 Statewide Action Plan; 2006+ = implementation of recommendations	ADOT is partnering with other State departments in the Arizona Rides initiative (and Chairing the Executive Order-directed Arizona Rides Council) which will examine transportation coordination opportunities among and between human services agencies, many of which focus on senior services. ADOT's Section 5310 Elderly & Persons with Disabilities Program (federal transit) provides over 90 vehicles annually to human service agencies, approximately half of which have a senior program focus. [from DES] - MAG has embarked upon an effort supportive of United We Ride and Arizona Rides in the form of a Coordination Study for the Maricopa County region.

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.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
		ADHS		Ongoing	11/2010 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.

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

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
	o. Ensure the Governor's Re-Entry Task Force specifically addresses the needs of elderly inmates in its pre-release preparation planning and transition-specific programs. (ADHS is a key partner)	ADC	ADHS, DES, ADOH, Council of State Government, Justice Reinvestment Council & ACJC	Start FY 2007, End FY 2012	Desired Outcome: Through the 6 subcommittees, incorporate the elderly as a population requiring services in all Re-entry Task Force reports and project plans statewide. Request subcommittee minutes inclusion of this population in the planning, implementation and evaluation phases of all subcommittee projects.

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

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

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

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

a.	Track and trend data on the health status and health behaviors of older and mid-aged adults.	ADHS	Vital Records and Chronic Disease Epidemiology Staff within ADHS	To be completed by 1/06	7/2010 The Report on Aging in Arizona 2010 on the health status, risk factors and characteristics of older adults is available on the ADHS Arizona Aging Well website, www.azlivingwell.com 7/2010 The annual report of the Behavioral Risk Factor Survey reports response by age group for the primary survey responses and makes available on the internet all responses by age.
b.	Perform gaps analysis of data on the health status and health behaviors of older and mid-aged adults.	ADHS	Listed above.	Pending completion of the update of the health status	Added Emergency room data to Health Statistics and Vital Records data.
c.	Evaluate efficacy of prevention and health promotion programs targeting older adults.	ADHS	Prevention Research Center	2005 and ongoing	7/2010 DBHS is in process of revising the current statewide evaluation tool for older adult programs. All prevention programs will report on SFY 2010 outcomes at the end of July, 2010.

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	GACA, DHS	9/30/05 - 9/29/06	11/2010 Through funding from the Administration on Aging the Arizona Living Well Institute has been established to provide the infrastructure to support training, coordination and delivery of high quality evidence based health

c.	Expand efforts to educate individuals about life care planning options and end-of-life options.	ADHS, DES	Caring Choices Coalition, Life	Pending	11/2010 Evaluation report for the evidence based programs, Stanford Chronic Disease Self Management and EnhanceFitness has been delivered. As part of the Administration on Aging grant data was collected, analyzed and a final report made available in August, 2010.
d.	Conduct prevention efforts aimed at older adults at risk of depression or suicide.	ADHS	AZ Aging and BH Coalition, AZ Suicide Prevention Coalition, AzMHA	Ongoing	7/2010 All of the ADHS/DBHS state funds for suicide prevention were eliminated in January, 2010. ADHS transitioned 3 of its 6 prevention programs targeting older adults to targeting substance abuse with inclusion of some suicide prevention efforts. These programs served Yavapai, Pinal, and Maricopa Counties. The program in Yuma was eliminated completely. The program in Tucson continues to operate as a suicide prevention program based on funds from the RBHA administrative budget.
e.	Expand participation in self-management programs for chronic diseases.	ADHS	Arthritis Foundation	Ongoing	11/2010 - CDSMP classes for older adults continue to be provided through the Pima Council on Aging in various sites in Tucson, in Prescott, Verde Valley and Yavapai Community Health Services. Additionally, ADHS and ADES are collaborating with partners to offer additional CDSMP courses in the Phoenix, Flagstaff, Kingman, Yuma, Sierra Vista and Bisbee areas. Partners include Intertribal Council of Arizona, Local Health Departments, Area agencies on Aging, Health Plans, Case Management organizations, and Community agencies.
f.	Facilitate coordination of immunization efforts among older adults.	ADHS	TAPI	Outreach in Pinal County	

g.	Promote access to screening to detect chronic diseases.	ADHS	Comprehensive Cancer Coalition	Pending	<p>7/2010 Comprehensive Cancer Coalition - Coalition meeting held on November,2009 with the theme of colorectal cancer screening awareness; media campaign implemented on November 5 for colorectal cancer awareness.</p> <p>WellWoman program continues to screen Medicaid eligible women for breast and cervical cancer to provide referral for treatment.</p>
h.	Initiate and coordinate a statewide falls prevention campaign.	ADHS	DES, AAA. LHD, Gov. Council on Health Status of Women.	Survey completed 6/05	Survey of fall prevention activities occurring across the state Meeting with DES, Gov Council on Health Status of Women to identify opportunity for collaboration.

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>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c.	Provide leadership to statewide workforce development efforts.	ADHS, DES	Commerce	Ongoing	Participation on the Maricopa County Workforce Board has resulted in 'seniors in the workforce' becoming one of three goals the Board will address in the coming year.

	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			<p>11/2010 <i>DLS / OBHL</i> and <i>DBHS</i> continues to have monthly meetings. A committee has been created to develop guidelines etc. for nursing homes in how to properly provide care to the aging adult with behavioral needs.</p> <p>7/2010 Due to budget reductions <i>ADHS/DBHS</i> was unable to provide funds via the Regional Behavioral Health Authority to sponsor their annual older adult conference in Tucson. The conference took place regardless with other funds. DBHS will provide an on-line training for the Western United States on substance abuse prevention in older adults in 7/2010 in collaboration with the Center for Applied Prevention Technology. DBHS will present on prevention with older adults at the National Prevention Network conference in August, 2010.</p>
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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>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
c.	Provide more services over the web.	ADHS		Became effective 1 - 05 and Ongoing	11/2010 Statements of Deficiencies for annual surveys and complaints can now be viewed on-line. Enforcement actions taken by DLS can also be viewed on-line. DLS has implemented an on-line complaint form. This allows the public to provide complaint information, to DLS, 24 hours a day.
d.	Identify technology/communication systems to make agency resources, best practices, and partners accessible to aging adults, partners, and providers.	ADHS		02/2005 - 11/2005	Setup NET technology infrastructure to support Agency e-solutions/web based applications.

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>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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	c. Expand health promotion/education opportunities by bringing public health and aging networks together.	ADHS, DES	AAA's, LHD, community agencies	4 - 05 and ongoing	7/2010 The grant from the Administration on Aging for evidence-based programming has been a great opportunity to develop partnerships. Evidence based health promotion programs such as Matter of Balance, EnhanceFitness and Healthy Living are expanding in Cochise, Coconino, Maricopa, Mohave, Navajo, Pima, Cochise, Santa Cruz, Yavapai and Yuma counties. All of these activities involve collaboration of both public health and aging networks at the state and local levels.
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Objective 6.4: Establish 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
		ADHS			7/2010 New rule development/packages are on hold due to rule moratorium.

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
a.	Provide effective oversight of community-based facilities and the care providers who work in them.	ADHS		Ongoing	
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	HSAG, Health Care Association, AzAHHA, CMS	Ongoing	Conference to promote the prevention of pressure sores was conducted in Sept. 2005.
h.	Implement legislation on medical techs in long-term care facilities.	ADHS	Lead-Az Board of Nursing		7/2010 Completed. Rule development/packages are on hold due to rules moratorium.

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
a.	Regulate and enforce assisted living training programs.	ADHS		Ongoing	Legislation passed in 2004 now enables this.
b.	Develop rules for feeding assistants program for long-term care facilities.	ADHS		On hold	11/2010 Pending. Implementation continues to be on hold.
c.	Change long-term care rules to reflect the increased acuity in long-term care facilities.	ADHS		On hold	11/2010 Development of Rules continues on hold due to Rules Moratorium.
d.	Increase regulation and oversight of assisted living facilities, emphasizing increased training requirements for behavioral health issues, quality of life, safety, nutrition, and physical activity.	ADHS		2005 and ongoing	New rules in development

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
a.	Continue to implement Web-based strategies for collecting and providing licensing and vital records information.	ADHS			

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Commerce	Arizona Department of Commerce
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DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging and Governor's Office

Attorney General (AG) Update By Goal

[Click here for key of State Agencies](#)

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			October 2010: Added a new function to the website allowing anyone to increase the font of most major pages on our website. Also added a publication request feature for brochures or pages that are not able to be increased or changed.

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, id theft, etc.	AG, DPS	DPS CORE Unit, Highway Patrol, Coalition of DPS	Jul-05	<p>October 2010: Community Services was reformed as the Crime Fraud and Victim Resource Center. It currently has 59 Satellite Offices and 201 volunteers. There were a total of 335 crime prevention presentations by staff and volunteers in fiscal year 2010. AG also began the Senior Sleuths - a volunteer program that began in May 2009 and has received more than 100 applicants statewide.</p> <p>The Senior Sleuths help staff the AG satellite offices and AG information tables at events around the state. A group of the Senior Sleuths now answers phones calls several days a week at the Phoenix AG's office. They answer calls to the Elder Help Line, the ID Theft Line and the Crime Fraud & Victim Resource Center Line. Senior Sleuths have been trained to do presentations on Consumer Scams, Elder Abuse, ID Theft and other topics to senior community groups.</p>
h.	Publicize scams and frauds to increase senior awareness.	AG			<p>October 2010: The system expanded to social media by adding an Attorney General Twitter and Facebook page that alerts residents of late breaking scams. There were a total of 15 alerts in 2010.</p>
i.	Expand upon the use and development of culturally relevant and appropriate materials and outreach information for a diverse aging population.	AG			<p>October 2010 : Services Ongoing</p>
j.	Educate the aging population about its 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			<p>October 2010: 15 Attorney General Senior Anti-Crime Universities were held throughout Arizona from September 2009 to September 2010. Approximately 700 older Arizonans attended classes on consumer fraud, identity theft, life care planning and health care directives, Medicare/Medicaid fraud, financial exploitation, elder abuse and neglect, investment fraud, personal safety, reverse mortgages, Internet safety and charitable giving.</p>

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			<p>October 2010: AG increased its outreach in several key discrimination areas like employment and housing discrimination by winning two Department of Justice Grants for outreach and prevention. These grants created a new series of publications on these areas that were distributed across the state and an ad campaign targeting the victims of discrimination.</p> <p>AG won two more rounds of the Consumer Fraud SEARS Grant and created a new brochure called "Smart Seniors Avoid Frauds and Scams" as well as two DVDs. One was a companion piece to the brochure and the other focused on elder abuse, neglect and financial exploitation. Lastly, we focused on a fraud but one that especially affects seniors and that is Charity Fraud. A new brochure and DVD were created and distributed.</p>
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			<p>October 2010: The number of Satellite Offices around the state increased to 59. The AG also won a specialized Department of Justice Grant to combat the epidemic of foreclosure rescue scams that have hit everyone including seniors. This grant is currently paying for a specialized unit within the Consumer Division to aggressively ferret out and prosecute foreclosure rescue companies preying on home owners. The AG and the FTC also began a nationwide crackdown called "Operation Bottom Dollar" which focused on business opportunity schemes which often hit jobless Americans but also hit seniors who were hoping to supplement their incomes only to find their savings and retirement wiped out. The largest indictment was against BankCard Empire, which was a nationwide business but located in Phoenix.</p>
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			<p>October 2010: AG upgraded its internal systems to help collect and analyze data and information. This has allowed us to catch several scams quicker and given us the ability to adapt quicker. Any future legislative updates to be added by the new Attorney General.</p>

h.	Advocate for victims' rights and publicize outcomes of civil and criminal cases.	AG			October 2010: AG increased its outreach of major cases through its new social media presence on Facebook, Myspace, Twitter and Tumblr blogging software.
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			October 2010: No changes

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>		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			October 2010: There are currently 59 Satellite Offices and 201 volunteers working at them. They continue to offer general referral and complaint assistance to victims of crime. They are constantly stocked with crime prevention materials for the hours when our volunteers are not available.

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>		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.	DPS, AG	A/Gs Office, DPS CORE Unit, DPS Criminal Investigations Division.	Sep-05	October 2010: TheftAz continues as a model partnership between DPS and AG. DPS provides AG with the currently reported stolen vehicle plate and VIN numbers. AG posts those results on an interactive web feature called THEFTAZ at http://theftaz.azag.gov

Key: Participating State Agencies and Boards

ABOR	Arizona Board of Regents	AHCCCS	Arizona Health Care Cost Containment System
ADC	Arizona Department of Corrections	AOT	Office of Tourism
ADHS	Arizona Department of Health Services	ASP	Arizona State Parks
ADOA	Arizona Department of Administration	Commerce	Arizona Department of Commerce
ADOH	Arizona Department of Housing	DES	Department of Economic Security
ADOT	Arizona Department of Transportation	DPS	Department of Public Safety
ADVS	Arizona Department of Veterans Services	GACA	Governor's Advisory Council on Aging
ASVH	Arizona State Veteran Home		Governor's Office
ASRS	Arizona State Retirement System		
AG	Arizona Attorney Generals Office		

Arizona Office of Tourism (AOT) Update By Goal

[Click here for key of State Agencies](#)

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

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

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
i.	Revisit and modify the content and format of the agency Web site with possible options of large font and readability using talking browser programs. Develop large print options for the Official State Visitor Guides.	AOT		Efforts Ongoing	<p>June 2009 – Web browsers provide viewers with choice of view size for readability.</p> <p>November 2010 – Web site redesign minimizes use of column formats to create better compatibility with screen reader units.</p>

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	<p>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.</p> <p>Task Completed - 2006</p>

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 During May, 2007 AOT held three "Grand Impressions Workshops" customer service training programs. AOT collaborated with representatives from AZ Office for Americans with Disabilities, Governor's Office and DES/Division on Aging & Adult Services to provide presentations featuring the latest trends, research, and information when working for and with older adults and persons with disabilities to a wide variety of attendees at these sessions.
b.	Provide customized workshops during the annual Governor's Conference on Tourism to address issues facing the aging population and tourism.	AOT		December 2005 - June 2007	December 2007 Draft topics collected. Program Committee will meet in February 2008 to develop outline for breakout sessions dedicated to these issues at the Governor's Conference scheduled in July, 2008. Jim Murphy, CEO, Pima Council on Aging moderated a session at the 2008 Governor's Conference on Tourism held in July. He spoke briefly on the work of the Pima Council and then gave his presentation entitled: Boomers:Here They Come, Read or Not. Task completed – 2008 Efforts ongoing
c.	Use web site to offer coordinating information about tourism and the aging population to industry constituents.	AOT		June 2006 - ongoing	Task Completed – 2007 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		Beginning in FY2003 - ongoing	Task Completed – 2004 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		May 2006 - ongoing	AOT continues to offer opportunity for industry constituent links to appear on AOT websites. Efforts ongoing.

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
q.	Update Visitors Centers to meet the needs of the aging population.	AOT	ADOT	Fiscal year 2008	December 2008 While construction delays continue on State owned Visitor Centers – AOT used funds to establish a one-time grant program for local visitor information centers throughout Arizona communities to apply for funds to use on ADA compliance projects. Grant awards issued January 18, 2008. Projects completed in 2008 December 2010 – Due to severe budget reductions construction plans have been cancelled.

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.

		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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p.	Assess the needs of the aging population for Arizona tourism and partner with appropriate state agencies to coordinate findings and integrate plans.	AOT		On hold	December 2010 -- Due to reduction to staff, assessment project is suspended.

q.	Identify the mobility/transportation challenges facing the aging population related to travel and tourism in Arizona and coordinate with the appropriate state agencies, cities, counties, etc., to address these issues.	AOT		On hold	December 2010 – Due to reduction to staff, assessment project is suspended.
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<u>Key:</u>	<u>Participating State Agencies and Boards</u>
ABOR	Arizona Board of Regents
ADC	Arizona Department of Corrections
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ASRS	Arizona State Retirement System
AG	Arizona Attorney Generals Office
AHCCCS	Arizona Health Care Cost Containment System
AOT	Office of Tourism
ASP	Arizona State Parks
Commerce	Arizona Department of Commerce
DES	Department of Economic Security
DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging Governor's Office

Department of Economic Security (DES) Update By Goal

[Click here for key of State Agencies](#)

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) ILCs DDD GACA Alz Association	7/1/2008-6/30/2010	09-10: AZ Links Partnerships were established for Pima County (2009), Pinal-Gila Counties (2009), Apache/Coconino/Navajo and Yavapai Counties (2010), Yuma/La Paz (2010). AZ Links partnerships, which function as Resource Centers, now serve eleven counties in Arizona. The AZLinks.gov website, www.azlinks.gov, was expanded to include online options counseling resources.
e.	Utilize existing resources such as State Health Insurance Program and Benefits CheckUp to expand life choices and information on benefits program.	DES	AAAs	9/30/2005 - 9/29/2008	Links to Benefits Check Up (BCU) and the State Health Insurance Assistance Program have been added to the AZ Links website. 09-10: Strategy completed.

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
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d.	Pursue changes to Arizona Health Care Cost Containment System (AHCCCS) eligibility to benefit low-income individuals in the workforce.	DES, AHCCCS	SCSEP	Ongoing	09-10: Data still needs to be collected from the national Senior Community Service Employment Program (SCSEP) grantees. This issue continues to be monitored. Data collected over the course of the last two years does not indicate enough of an obstacle to warrant AHCCCS to contemplate changing policy. SCSEP subgrantees have been advised to become educated on alternative services for impacted applicants.
e.	Support statewide Respite Coalition incorporating aging and disability community.	DES		Ongoing	09-10: The Lifespan Respite Care Program was awarded a grant that will focus on providing additional supports to family members with any individual with special needs. Three main activities planned: 1) complete and implement a caregiver assessment module; 2) develop a public awareness campaign targeted to caregivers needing respite, including the development of a toll-free respite hotline; and 3) provide respite to caregivers who do not qualify for other respite programs, including those identified as being at-risk by Adult Protective Services.
f.	Outreach of services for homebound special needs population.	DES		Ongoing	09-10: Collaborate with Valley Metro and other stakeholders for transportation services for older adults and persons with disabilities.

g.	Expand service areas to include non-profit, faith-based agencies that serve children/youth that have been abused.	DES		Ongoing	09-10: ArizonaSERVES was launched by Governor Executive Order to inform, encourage and engage faith-based and community organizations to ensure our shared resources are creatively and effectively utilized. A key component of ArizonaSERVES is ensuring children in out-of-home care stay connected to family members by providing locations and volunteers for high-quality supervised child visits throughout the family reunification process
h.	Facilitate entry into support systems and services	DES		Ongoing	09-10: AZ Links partner organizations participate in regional networking meetings and work together to improve assistance and referral. The online screening tool on azlinks.gov allows consumers to request assistance regarding a variety of services.
k.	Assess the needs and gaps in domestic violence and sexual assault services to aging population in Arizona	DES	State Agency Representatives on State Agency Coordination Team (SACT)	Ongoing	09-10: Within the next calendar year the SACT members will evaluate the agencies or contract 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.

<u>STRATEGIES</u>		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	Start 5/5/2005	09-10: On hold due to resource limitations.
b.	Increase the cultural and linguistic competency of aging services provided statewide.	DES	AAA's, Alzheimer's Association Desert SW Chapter, UofA Center on Aging, ASU	7/1/2005- Ongoing	09-10: Activities in support of this objective continue with two new grants supporting caregivers that include activities designed to increase cultural and linguistic competencies in service delivery. The CarePRO grant provides an evidence-based ten week intervention for families facing Alzheimer's Disease is rolling out Statewide and will be translated into Spanish soon. The Lifespan Respite Care Grant includes elements related to diversity and in 2011 the Arizona Caregiver Coalition will be hosting a National Lifespan Respite Care Conference in Phoenix that will focus on diversity issues.
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	APS/DSW	Ongoing	09-10: Developed training for caregivers available through Gateway Community College and Area Agencies on Aging are open to family members, members of the community, and professionals from other fields. Over 600 Caregivers have been trained since training began in 2008.

i.	Coordinate to assist repatriates to settle back in the United States (International Social Services/Child Protective Services/Refugee Resettlement).	DES	APS/DSW	12/31/2008 – Ongoing	09-10: For DES, the Division of Benefits and Medical Eligibility has assumed oversight of the emergency repatriation program. The management of the non-emergency repatriation plan moved from the Division of Aging and Adult Services, Adult Protective Service Program to the Refugee Resettlement Program (RRP in October 2009. To date, DAAS/RRP has assisted with the repatriation of three (3) returning US citizens.
m.	Promote education on retirement planning.	DES	ADRC/SHIP	Ongoing	09-10: State Health Insurance Assistance Program along with the Arizona Beneficiary Coalition will provide educational events to pre-retirees in Tucson and Phoenix in SFY11.

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
a.	Identify/adapt education related to aging that can be applied to all disciplines.	DES	S.A.F.E.E., Older Adult Services Network, K.A.R.E.	7/2005 - Ongoing	09-10: Division of Aging and Adult Services successfully collaborated with the State of Nevada and were awarded a three year funding opportunity to implement CarePro, statewide. CarePro will be implemented and tested across two states over the next two years and is focused on increasing the skills available to caregivers to allow them to cope with the stresses of care giving.

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

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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j.	Partner with human resources departments of organizations providing tools.	DES		2010	09-10: No Activity
k.	Increase outreach – specific to Medicare preventative services and Medicare Part D.	DES	GACA/ALL	7/2005- Ongoing	09-10: The Mature Worker Program Coordinator is coordinating efforts with GACA to promote and provide education by participating in the development of the GateWay Community College Human Services Paraprofessional training and hosting of students in their field experiences who participate in the training.

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	09-10: The Mature Worker Program Coordinator is coordinating efforts with GACA to promote and provide education by participating in the development of the GateWay Community College Human Services Paraprofessional training and hosting of students in their field experiences who participate in the training.

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
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a.	Facilitate coordination of health promotion and disease prevention programs statewide.	DES	GACA, DHS	Ongoing	09-10: The Arizona Department of Health Services (ADHS), in partnership with the DES/Division of Aging and Adult Services, through the Arizona Living Well project implemented the Chronic Disease Self Management Program (CDSMP) and Enhance Fitness (EF) programs in Pima, Santa Cruz, and Yavapai counties over the last three years. The following goals were achieved: - Implementation of evidence-based prevention programs targeting adults 60+; and -Built and strengthened state and local healthy aging partnerships focusing on prevention services targeting older adults.
b.	Promote independence through the availability and accessibility of non-medical home and community based services.	DES	GACA,AAAs	9/30/05 - 9/29/06	09-10: Developed partnerships with local non profit, city, county, state agencies and tribes statewide to assess regulations that impede the ability to provide home care services in rural communities. Collaborate with Rehabilitation Services Administration to improve access to and delivery of home repair services.
c.	Expand efforts to educate individuals about life care planning options and end-of-life options.	ADHS, DES	Caring Choices Coalition, Life	Pending	09-10: Options Counseling information and resource links were added to the azlinks.gov website (www.azlinks.gov) .
k.	Create partnerships with community resources to deliver the most appropriate age specific wellness programs designed to assure active life styles and independency.	DES			09-10: See 3.2.a
l.	Utilize research and monitor trends that facilitate outcomes to enhance program development.	DES			Program evaluation is conducted annually on all programs.

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
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a.	Conduct an inventory of wellness programs and resources within local communities in partnership with AAA's to identify local entities that conduct health and wellness programs.	DES	AAAs	12-31-08 to 12-31-09	9-10: Matrix was created that displayed the health and wellness programs being conducted statewide. Task completed.
b.	Decrease isolation of elders, with particular emphasis on rural and ethnic elders.	DES	DES & AAAs	10-1-07 to 12-31-08	Information about senior center activities or other socialization events and other resource materials are distributed via media and other literature through the home delivered meals program, utility bills, grocery stores and churches. Task completed.
c.	Promote visitation programs to the homebound.	DES	DES	Ongoing	09-10: No Activity
e.	Increase access of the family caregiver support services.	DES		Ongoing	09-10: The Division of Aging and Adult Services is planning a workshop on this topic to explore viability of group respite provision in Arizona, including identifying barriers, both legal and logistical. Workshop could be part of the next caregiver conference.
f.	Increase the number of eligible older adults receiving food stamps.	DES		Ongoing	09-10: Partnering with ADHS as a member of the Arizona Nutrition Network to promote nutrition for older adults through the USDA's Food Stamp Program. Budget constraints limited participation, but plans are to attend the Spring Conference.
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		Ongoing	09-10: Planning efforts have begun with Division of Aging and Adult Services to explore additional opportunities to implement consumer directed care for home and community based 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		3/2005 - Ongoing	09-10: The Division of Aging and Adult Services, Adult Protective Services Program (APS), developed a workgroup in an effort to review, discuss and make recommendations to modernize APS. -APS continues to conduct in-services to community agencies and organizations regarding the role and responsibilities of APS.
d.	Initiate an education campaign to prevent elder abuse and heighten awareness to recognize the signs of elder abuse.	DES		7/2005 - Ongoing	09-10: On hold due to resource limitations..
e.	Build a continuum of accessible services to meet victim's service needs.	DES		7/5/2005 - Ongoing	09-10: The Adult Protective Services and the Maricopa Area Agency on Aging (AAA) are continuing to work together to provide comprehensive services to Adult Protective Services clients referred to the AAA "Adult Protective Services Coordination Pilot Program". As of July 2010, Adult Protective Services and the Maricopa AAA have assisted approximately 207 clients.
f.	Work with local, county and private partners to identify existing problems and resources.	DES		7/5/2005 - Ongoing	09-10: On hold due to resource limitations.
g.	Coordinate fraud information with Adult Protective Services and AHCCCS (Fraud Unit data), in addition to agencies already involved in fraud prevention	DES		7/5/2005 - Ongoing	09-10: Senior Medicare Patrol Project's Fraud Prevention Coalition provides semi-annual education events to local communities to provide information on different types of fraud. Last event reached approximately 200 people.

h.	Work to promote the expansion of the "Gate Opener" Program statewide.	DES		12-31-08 – On hold	09-10: On hold due to resource limitations.
i.	Work with cities, counties, and state agencies to promote safety issues impacting elders, I.e., streetlights, construction sites, safety codes.	DES		Ongoing	09-10: On hold due to resource limitations.
j.	Partner with each Regional Long Term Care Ombudsman to develop visitation schedule of assisted living facilities within their regions.	DES		Dec-08	09-10: Visitation schedules have been developed in each region and are being used by regional ombudsman. 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	09-10: A workgroup comprised of the Division of Aging and Adult Services administrators and Adult Protective Services core staff met over a period of 7 months to discuss and analyze current Adult Protective Services' policies and procedures including responsiveness and timeliness of case investigation. The group made various recommendations and suggested specific changes to current investigation response guidelines which are currently being implemented.
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	09-10: A workgroup comprised of the Division of Aging and Adult Services administrators and Adult Protective Services core staff met over a period of 7 months to discuss and analyze current Adult Protective Services' policies and procedures including new and relevant training geared to the Adult Protective Services Appeals Process Quality Assurance and the case compliance rate..

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	09-10: Staff cases with local and state wide law enforcement jurisdictions. Ongoing strategy, Adult Protective Services routinely staffs cases with law enforcement and the various statewide elder abuse task forces.
j.	Expand and enhance Adult Protective Services and victim services.	DES		Ongoing	Refer to 4.1e 09-10: On hold due to resource limitations.
k.	Promote respite to mitigate abuse by caregiver.	DES	DES/CPS & DES/Risk Management	Ongoing	09-10: This has been a continual topic at various caregiver events over the last two years. Adult Protective Services is working directly with the Lifespan Respite Care Network to develop protocols for a referral system to provide respite care to caregivers identified by APS staff as "at risk". Service provision for these caregivers will be paid for by the Lifespan Respite grant with the goal of mitigating the potential of future abusive behavior before it happens. This effort will be culminated as part of a grant funded public awareness campaign in 2011.
l.	Establish participation with Attorney General statewide Task Force (Elder Abuse).	DES	Law Enforcement, AZ Elder Abuse Coalition & AG's office	12/31/08	09-10: The Division of Aging and Adult Services, Adult Protective Services staff has been attending the meetings with the AG's Office and has begun attending the Elder Abuse Task Force.

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
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a.	Implement the Client Identification Program.	DES		7/20/08- Ongoing	09-10: This is an ongoing process with an average of one client added every two months to the medallion tracking process. Approximately 200 clients are currently participating in the program.
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/AHCCCS	12/31/08 – 1/11/10	09-10: The AOC was finalized and signed on 1/11/2010. 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	AAAs	July 1, 2006- August 1, 2007	09-10: Due to budget reductions no activity has occurred on this strategy.
b.	Facilitate and support caregiver education and ongoing access to useful caregiver resources.	AHCCCS, DES	Area Agencies on Aging	Ongoing 2004/ Ongoing	09-10: Refer to 1.3e
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- 7/2010	09-10: The State of Arizona, including DES, became a Mature Work Force Certified Employer in 2010 and as such is fulfilling this task. Task completed.

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
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c.	Work with local long term care, in-home service providers, and other existing groups to provide training and assistance to caregivers.	ADHS, DES	Commerce	Ongoing	09-10: The Principles of Caregiving curriculum and training materials for direct care workers have been revised and are available to providers and individuals. The training requirement for ALTCS and the Area Agencies' providers will utilize this material. Courses on caregiving are offered regularly by two community colleges, and discussions have been initiated to coordinate direct care training with training required for assisted living facilities. Approximately 791 caregivers have been trained at the two community colleges.
i.	Develop training materials for regional system staff on services and programs.	DES	GACA, Uof A	Ongoing	New strategies were created that include the original strategy as this action step. 2.2. A., 5.2.a.1 and 7.7.1.C. Task complete.
j.	Provide creative incentives to those providing direct care to the elderly.	DES	GACA, UofA	Ongoing	09-10: The Division of Aging and Adult Services also participates in the development of the GateWay Community College Human Services Paraprofessional training and hosting of students in their field experiences who participate in the training.
l.	Implement applicable recommendations from Citizens Workgroup for Direct Care Workforce (DCW).	DES	AHCCCS	2005- Ongoing	09-10: Initial discussion with the Inter-Agency Council on Long Term Care (IACLTC) completed. A website was established by the DCW Committee to help publicize direct care opportunities. A logo and uniform look for materials were created for awareness activities conducted by providers or colleges. Standardized training will be phased in starting 2011.
m.	Advocate for professional development of direct care professionals.	DES	AHCCCS		09-10: See 5.2.c.

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

STRATEGIES		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
b.	Increase employment opportunities with a living wage and training opportunities for older Arizonans.	DES	GACA, AAAs, Mohave County One-Stop	10/1/2005 - Ongoing	09-10: The Division of Aging and Adult Services continues to increase employment opportunities to older adults by participating in the GACA Mature Worker Program and update the Events page of azmatureworkers.com . The Division of Aging and Adult Services Mature Worker Program Coordinator also continues to sit on the Phoenix Workforce Connections Board.
i.	Coordinate with the GACA Mature Workforce Committee to develop a public awareness campaign for employers/local employment agencies on utilization of mature workers.	DES		Ongoing	09-10: Ongoing
m.	Improve and enhance the Senior Community Service Employment Program	DES		Ongoing	09-10: The Division of Aging and Adult Services is strengthening partnerships within DES programs to increase host agency opportunities by providing additional opportunities for training.
n.	Coordinate with the Mature Workforce Committee to implement the Mature Workforce Resource web portal.	DES			09-10: See 5.3.b
o.	Provide leadership to statewide workforce development efforts for older adults.	DES			09-10: 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			09-10: No activity
b.	Promote the increase in retention rate of older employees.	DES		On hold	09-10: On hold due to resource limitations.

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
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a.	Provide technical assistance (resource identification) to the mature worker network.	DES			09-10: The Division of Aging and Adult Services Mature Worker Program Coordinator serves on the Phoenix Workforce Connections Board.
b.	Promote employment opportunities for mature workers.	DES			See 5.3 b 09-10: No activity
c.	Increase FGP participation in existing volunteer sites.	DES			09-10: This program is no longer administered by the Division of Aging and Adult Services or DES. Task Complete.
d.	Explore expanding Senior Companion to complement HCBS.	DES			09-10: No activity
e.	Provide resources, services and program development to promote the use of senior volunteers to support seniors.	DES			09-10: The Division of Aging and Adult Services, Senior Medicare Patrol (SMP) received a grant to increase the SMP volunteer base statewide by 50 volunteers. The Division will also hire a volunteer recruiter to assist in this effort.

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 gaps 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			09-10: Due to resource limitations this strategy should be removed/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	DOH	9/30/05 - 9/29/06	09-10: No activity

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- Sept 2009	09-10: No activity
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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	AAA's, LHD, community agencies	4 - 05 and ongoing	Refer to new strategy, then objective in Goal 3
d.	Increase available funding for aging services through resource development.	DES		Sep-05	09-10: No Activity
e.	Increase needed supports through community partnerships, maximization of local resources, and expanded availability of caregivers.	DES			09-10: Refer to 1.3e
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 and VA Fiduciary.	Jul-05	09-10: The Division of Aging and Adult Services, Adult Protective Services Program (APS), developed a workgroup in an effort to review, discuss and make recommendations to modernize APS. <ul style="list-style-type: none"> • The workgroup recommended Policy revisions that are still being worked on. • The Field Resource Guide is in the process of being updated, giving the APS staff contacts information about local community partners. • District Program Manager's met with their local law enforcement agencies to enhance the working relationship in an effort to move cases forward for prosecution for or at the least indictments.
g.	Build a system of services that is accessible, practical, user-friendly, and culturally competent through partnerships.	DES		Ongoing	Refer to 1.1.d and 3.2.b
h.	Partner with local communities to develop locally driven services and programs to meet the needs of the aging populations.	DES		Ongoing	Refer to 1.1.d, 3.2.b and 8.3a

Objective 6.4: Establish policies, procedures, regulations, and statutes that reflect 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			09-10: No Activity

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 home and community based services.	DES		Ongoing	09-10: A monitoring tool has been revised and monitoring is anticipated to begin in 3/11
k.	Develop quality assurance standards to measure the quality within Adult Protective Services.	DES		Ongoing	09-10: QA continues on a monthly basis where cases are randomly selected for review. Adult Protective Services Supervisors must review every case before closure.
l.	Review and revise policy and procedure manuals for internal use and the provider network as necessary.	DES			09-10: Revisions to the Division of Aging and Adult Services policies and procedures pertaining to non-medical home and community based services and Senior Community Services Employment Program (SCSEP) occurred during 2010 and the final version will become effective on January 1, 2011.
m.	Ensure health and wellness policies balance the needs of the elderly with respect to wellness and independency.	DES			09-10: On hold due to limited resources.

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			09-10: Customer and Provider satisfaction surveys continued during this period. Overall customer satisfaction for 2010 was 4.17 out of a scale of 1 to 5.
f.	Develop/improve quality resource management tools that support process improvement	DES			09-10: No Activity

	g. Develop methodology of determining cost effectiveness of Home and Community Based Services, Arizona Performance Outcomes Measurement (AzPOMS) Project.	DES			09-10: The AzPOMS project is a collaborative effort between the State Unit on Aging and the Area Agency, Region One (AAA). The major focus of the AzPOMS project is: 1. To develop a POMP-TO-GO toolkit that will include surveys and survey methodologies that can be used by the national aging network. Completion is set for early 2011. 2. A longitudinal/predictive study is being developed for the purpose of measuring the impact of in-home services in the lives of service recipients over time and identifying nursing home predictors. 3. Cross-validating generic nursing home placement models derived from previous Advanced POMP projects.
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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
a.	Pursue policy changes at the state and federal levels to allow more flexibility based upon local needs.	DES			09-10: No activity.

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
g.	Research and Leverage funding to strengthen and enhance aging services in the state.	DES		Ongoing	09-10: The Division of Aging and Adult Services received the following ADRC related grants to enhance existing services. - Care Transitions - Options Counseling - Care Pro - Enhanced Fitness - 2010 Medicare Improvements for Patients and Providers Act (MIPPA)

aa.	Maximize resources to improve service delivery.	DES		Ongoing	09-10: Work collaboratively with Arizona Department of Health Services and the Area Agencies on Aging to promote healthy living by implementing Chronic Disease Self Management Program and Evidence Based Programs statewide to individuals with chronic conditions.
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Objective 8.2: Improve administrative processes to streamline activities and increase coordination.

<u>STRATEGIES</u>		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	09-10: The Division of Aging and Adult Services administered the Home-Based Services Survey and Legal Satisfaction Survey to random samples of service recipients in 2010. The surveys received input from customers about satisfaction with their services and areas needing improvement.
d.	Integrate departmental services in order to effectively serve the family unit.	DES	ALL	Ongoing	09-10: The Division of Aging and Adult Services continue to work collaboratively with other divisions within in DES, as well as other Departments, to streamline access to services.

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
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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	Ongoing	09-10: The Division of Aging and Adult Services has representation on the Interagency Council on Long Term Care (IACLTC), the Governor's Advisory Council on Aging and other work groups in order to identify gaps in services and facilitate mutual improvement efforts. This is an on-going activity.
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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			09-10: The Division of Aging and Adult Services uses the Language line to assist with translation needs. Training has also been developed department wide to ensure staff knows resources available to assist an LEP customer.
b.	Establish comprehensive, standardized education and training at all levels.	DES			09-10: No Activity
c.	When possible employ staff trained in gerontological studies.	DES			09-10: No Activity

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			09-10: The use of iLinc and webinars with in DES and the Division of Aging and Adult Services has and will continue. The estimated cost saving for travel since this effort has begun is \$250,100 for DES.
b.	Update Division of Aging and Adult Services websites - intranet and internet.	DES		Ongoing	09-10: All web pages are on a 90 day rotating schedule for content and functionality review.
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			09-10: The division continues to see alternatives to its existing antiquated system.

<u>Key:</u>	<u>Participating State Agencies and Boards</u>
ABOR	Arizona Board of Regents
ADC	Arizona Department of Corrections
ADHS	Arizona Department of Health Services
ADOA	Arizona Department of Administration
ADOH	Arizona Department of Housing
ADOT	Arizona Department of Transportation
ADVS	Arizona Department of Veterans Services
ASVH	Arizona State Veteran Home
ASRS	Arizona State Retirement System
AG	Arizona Attorney Generals Office
AHCCCS	Arizona Health Care Cost Containment System
AOT	Office of Tourism
ASP	Arizona State Parks
Commerce	Arizona Department of Commerce
DES	Department of Economic Security
DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging
	Governor's Office

Arizona Department of Public Safety (DPS) Update By Goal

[Click here for key of State Agencies](#)

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
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	December 2010	Agency represented at Coalition of DPS Retirees meetings to maintain personal contact with retirees and provide updates on issues. Agency received and responded to 18 Community Outreach and Education (CORE) requests with 1875 people attending.
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.	AG, DPS	DPS CORE Unit, Highway Patrol, Coalition of DPS	Ongoing	Using a multi-media presentation designed and produced by the DPS CORE unit*, former law enforcement retirees were given an 8-point program on observing suspicious behavior. Retirees also provided with access to a CD and DPS web site access for reference. DPS volunteer coordinator, a retiree, spoke at retirees' coalition meeting in an effort to recruit additional volunteers.

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

<u>STRATEGIES</u>	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.	December 2010	Human Resources Bureau contacted units throughout agency to solicit opportunities for seniors and volunteers. Agency continued use of intranet for internal communications with department personnel informing them of retirement meetings and retiree issues. Agency 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.	December 2010	Not included in FY06 training program. One barrier is that Az-POST mandates and other priority training needs preempt available training time.
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.	December 2010	Agency Senior Driver Program retained as part of Highway Patrol Officer advanced basic training program for next academy class.
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.	Ongoing	Service Ongoing

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.

<u>STRATEGIES</u>		Lead Agency	Key Partner	Start/End Dates	Progress/Accomplishments
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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.	Task Complete	Efforts Ongoing
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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
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	

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
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	Mentoring and succession planning have been adapted at executive level. DROPS program adapted for sworn employees

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
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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.	December 2010	<p>Twenty-nine separate retiree and potential volunteer classifications and job descriptions are posted on internet.</p> <p>Documented savings through the use of retirees and volunteers was \$138,106.34 for October through December, 2010. One hundred twenty-five volunteers donated 6009.1 hours.</p>
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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.	Agency representatives and the Merit System Council are reviewing the rules and identifying those that may be in need of modification in preparing for aging issues.	DPS	Law Enforcement Merit System Council (MCS) which sets provisions for employment and compensation.	December 2010	<p>Merit System Rules Advisory Committee meets on regular basis to review administrative rules for possible revision and update.</p> <p>Agency 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.</p>
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.	Task Completed	A member of the DPS planning staff, familiar with aging issues, has been assigned to the MSC Rules Revision Committee charged with reviewing rule changes.

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

<u>STRATEGIES</u>		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		December 2010	<p>Agency completed Strategic Plan through FY11 with executive, management, supervisor, and employee participation. Plan includes consideration of strategic issues from Aging 2020. The agency is currently working on FY12 plans.</p> <p>Agency staff monitored list servers for information on seniors in law enforcement and responded to inquiries from planners in other states.</p>

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ADHS	Arizona Department of Health Services
ADOA	Arizona Department of Administration
ADOH	Arizona Department of Housing
ADOT	Arizona Department of Transportation
ADVS	Arizona Department of Veterans Services
ASVH	Arizona State Veteran Home
ASRS	Arizona State Retirement System
AG	Arizona Attorney Generals Office
AHCCCS	Arizona Health Care Cost Containment System
AOT	Office of Tourism
ASP	Arizona State Parks
Commerce	Arizona Department of Commerce
DES	Department of Economic Security
DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging
	Governor's Office