



## **FY10 PERFORMANCE PLAN**

### **District of Columbia Office on Aging**

#### **MISSION**

The mission of the District of Columbia Office on Aging (DCOA) is to promote longevity, independence, dignity, and choice for District of Columbia residents who are age 60 and older.

#### **SUMMARY OF SERVICES**

DCOA provides a variety of community-based services to District seniors and their caregivers, including:

- Transportation services;
- Senior wellness centers;
- Congregate and in-home meals and nutrition programs;
- Employment and job training;
- In-home care, adult day care and nursing home care;
- Caregivers' respite and support;
- Recreation and special annual events;
- Case management; and
- Information and assistance.

DCOA operates these programs internally and in collaboration with 27 grantees and lead agencies in each Ward. As of 2008, DCOA has also operated (with support from the Department of Health Care Finance) the Aging and Disability Resource Center (ADRC), a one-stop resource for long-term care information, benefits and assistance for residents age 60 and older and persons with disabilities age 18 and older.

#### **OBJECTIVE 1: Improve health and wellness, and enable independent living among District seniors.**

##### **INITIATIVE 1.1: Promote health and disease prevention by operating, opening and evaluating Senior Wellness Centers across the District.**

Senior Wellness Centers operated by DCOA provide health screenings and information, nutrition programs and exercise facilities, with the goal of helping seniors maintain their independence, avoid institutionalization, and limit their medical care costs. The new Ward 1 Senior Wellness Center (\$7.5 million in capital costs) plans have been revised from FY 2009 and completion is projected for August 2010. Construction of the Ward 6 Senior Wellness Center (with Tot Lot and the new office site for the DCOA, at a \$9.2 million capital cost) is underway with completion scheduled for October 2010. It is anticipated that more than 500 seniors will be served annually by each Center.

In 2009, DCOA purchased and trained staff on an evidence based program (Enhanced Fitness) to be used in all senior wellness centers to measure participants' health outcomes. The program will be implemented during FY 2010, with data collection and analysis completed by July 30, 2010.



**OBJECTIVE 2: Ensure that older adults who want or need to work are trained, placed, and remain employed.**

**INITIATIVE 2.1: Increase employment and training services for seniors aged 55+ who do not qualify for other Federal and Local subsidized senior employment programs.**

In FY 2009, DCOA assumed greater responsibility (from the Department of Employment Services) for providing direct services to older residents seeking employment and training services through its Older Workers' Employment and Training Program. DCOA now provides services to all older District residents regardless of income seeking job search assistance, training, job placement, and related services. This change also allows residents, regardless of income, to participate in the special job training and placement program for home health aide certification and office technology provided by the University of the District of Columbia.

In FY 2009, the program served 437 clients (more than twice the number served in FY 2008). Also in FY 2009, twenty-seven older workers completed the specialized job skill training program at UDC but only 4 were placed in unsubsidized jobs.

In FY 2010, DCOA will serve 100 additional older residents seeking jobs (above the 437 served in FY 2009) and provide skill training to 40 older residents, up from 27 in FY 2009. The number of trainees will be increased to 40 by adding twenty Title V participants recruited by DOES. DCOA staff will also place greater emphasis on trainees' job placement (unsubsidized employment) to achieve a 50% or higher placement rate.

**OBJECTIVE 3: Provide information and outreach to District residents to improve access to and decision making for health, housing, transportation, and long-term care services.**

**INITIATIVE 3.1: Expand operations and complete a full evaluation of the District's Aging and Disability Resource Center.**

In July 2008, the Aging and Disability Resource Center (ADRC) opened as a single-entry point system for obtaining long-term care information and services. The ADRC includes several co-located health and human services agency staff as well as community-based non-profit organizations within the Senior Service Network. In FY 2009, the DCOA/ADRC had contact with over 6,000 customers, including residents age 60 and older and persons with disabilities ages 18 -59.

The ADRC has received 812 cases, 85% of which have been resolved to date. Overall, the ADRC has:

- Made contact with more than 11,000 individuals at 15 outreach events;
- Completed 1,216 Medicaid waiver applications with elderly residents and individuals with physical disabilities (EPD Waiver);
- Completed 1,649 EPD Waiver re-certifications;
- Referred 68 EPD Waiver participants to personal care aides
- Completed 22 referrals for standard Medicaid coverage.



During FY 2009, the ADRC experienced a significant increase in contacts and services for residents age 18-59 who reported disabilities, with 353 individuals served in FY 2009 versus none in the 4 months of the ADRC's FY 2008 operations.

In FY 2010, the DCOA/ADRC operations will be optimized, resulting in more efficiency and a greater volume of services provided. Full implementation of the marketing and outreach plan started in FY 2008 and FY 2009 will increase the number of customers seeking assistance. The focus will be on identifying 500 new customers (all ages) through different outreach events and DCOA's Own Your Own Future long-term care awareness campaign (see Initiative 3.2).

In addition, an external evaluator will design and evaluate the ADRC based on the framework and outcomes recommended by US Administration on Aging and the Centers for Medicare and Medicaid Services. The evaluation, supported by local and federal funds, will be completed by March 2010 and will guide future operations of the ADRC.

**INITIATIVE 3.2: Implement a District-wide campaign to educate residents about long-term care planning.**

In FY 2010, DCOA will implement "Own Your Own Future," the first long-term care campaign targeting District residents ages 40-70. The campaign will educate and inform targeted residents about the importance of planning ahead for their long-term care needs. The Mayoral kick-off campaign is scheduled for October 2009, and a 59-page planning guide developed collaboratively by DCOA/ADRC and Federal staff will be mailed to 80,000 District residents. The guide will also be available by direct phone request or web site access. This initiative will be funded by the US Department of Health and Human Services as part of a cooperative agreement approved in FY 2009.

**OBJECTIVE 4: Evaluate the needs of District seniors and the operations of DCOA to identify and address service gaps.**

**INITIATIVE 4.1: Develop, publish, and disseminate the "Mayor's Strategic Plan of Action for Seniors: 2010-2012."**

By August 2010, DCOA will complete Mayor Adrian Fenty's "Strategic Plan of Action for Seniors: 2010-2012." This plan will identify the critical issues facing seniors in the District. This initiative was included in the FY 2008 and FY 2009 Agency Performance Plan but was rescheduled to be included as an outcome of the required Federal State Aging Plan submission extension and process, which is due August 2010.

The Plan will result from a deliberative process involving Ward-based meetings and collaboration with the Executive Office of the Mayor, Council, the Commission on Aging, community-based organizations, the Senior Service Network, faith-based organizations and other stakeholders. The strategic plan will use the model developed by the US Administration on Aging and will coincide with the Federal requirement that all state units on aging develop and submit a three year State Plan on Aging (See Initiative 4.1).



**INITIATIVE 4.2: Develop and submit the Federal government’s required District of Columbia State Aging Plan for 2010-2012 to the US Administration on Aging.**

In FY 2009, DCOA requested and received a one year extension for submission of its State Plan on Aging to the US Administration on Aging. The extension will allow DCOA additional time to solicit input and comments from all stakeholders and older District residents regarding their needs and priorities. Similar to the “Mayor’s Strategic Plan of Action for Seniors: 2010-2012,” the plan will be developed from a deliberative process involving Ward-based town meetings, the Commission on Aging, community-based organizations, service providers, faith-based organizations and other relevant stakeholders. In addition, a questionnaire will be developed for District-wide distribution and also be available on DCOA/ADRC’s websites. The public will also be provided an opportunity to comment on the draft plan to be submitted. As part of this process, DCOA will also determine if there is a need for a comprehensive Agency Needs Assessment of its service providers and the State Plan on Aging will be used to obtain input and information for planning a needs assessment. The State Aging Plan will be submitted for approval by the US Administration on Aging by August 2010.

**OBJECTIVE 5: Implement system, infrastructure and management changes to increase program efficiency, improve service quality and save District funds.**

**INITIATIVE 5.1: Enhance the new client information database and tracking system (CSTARS) for all aging service providers.**

DCOA implemented a new client information database and tracking system in FY 2008 to greatly enhance efficiency and accountability throughout the Office on Aging Senior Service Network. To date, more than 29,326 unique customers have been entered into the database. In FY 2009, all users in the Senior Service Network received in-service training and are using the system to track customers, generate required federal reports and reimburse providers for services. DCOA has a system help desk and technical support staff to assist users, with support from OCTO.

In FY 2010, the system will be enhanced to ensure greater service accountability, by avoiding duplicated customer counts and ensuring sufficient substantiation of all services provided. An upgraded version of the system will be implemented in March 2010, and as of May 2010 the system will include intake and screening data for the ADRC services. The system is designed to be an integrated part of the city-wide health and human services integrated case management initiative. In FY 2010, local and federal funds (\$100,000) will be used for the system enhancements to be completed by the middle of the FY 2010. To date, more than \$1.5 million dollars have been expended or invested in the new system.

**INITIATIVE 5.2: Plan and implement a fleet replacement plan for medical and adult day care transportation (WEHTS) and Home Delivered Meals.**

In FY 2009, DCOA assumed a greater role in managing and coordinating senior transportation services under the Washington Elderly Handicapped Transportation Services (WEHTS) and Home Delivered Meals (HDM) Program in collaboration with two non-government entities. In FY 2009 DCOA transferred all agency-funded vehicles



from grantees to the Department of Public Works and the District's self-insured program, to achieve significant savings. However, during FY 2009, a review of the fleet revealed the poor condition of the vehicles, which has resulted in higher than expected costs for their maintenance and repair.

In FY 2010, DCOA will develop a plan and identify resources for a phased-in approach to upgrading and replacing WEHTS and HDM vehicles using existing funds, seeking federal transportation funds and becoming a certified Medicaid transportation provider eligible to receive Medicaid reimbursement. DCOA/ADRC will continue to participate in the EOM HHS Cluster transportation coordination initiative.

**INITIATIVE 5.3: Implement a ground lease option for the two city-owned nursing home facilities.**

In FY 2009, DCOA worked with the Department of Real Estate Services (DRES) and the Office of Contracting and Procurement (OCP) to consider a long-term ground lease option, as opposed to the current managed contract solicitation option, for the Washington Center for Aging Services and the JB Johnson Nursing Center. This initiative aims to achieve cost savings for the District, through private operation of and responsibility for each facility. In FY 2009, a RFO was issued for WCAS and the offerors are being evaluated. In FY 2010, an RFO for JB Johnson RFO will be issued based on the outcome with WCAS. DCOA will evaluate both options to determine what is in the best interest of the District and the nursing homes' residents.

**OBJECTIVE 6: Implement, expand and evaluate new services provided to vulnerable District seniors.**

**INITIATIVE 6.1: Develop an affordable elderly housing project on the campus of the Washington Center for Aging.**

DCOA will develop – with assistance from the Department of Real Estate Services (DRES) and the Department of Housing and Community Development (DHCD)—a site plan and FRO to develop affordable elderly housing on the campus of the Washington Center for Aging Services (on District-owned property in Ward 5). While this initiative was not performed in FY 2009 due to agency resource constraints and the need to seek interagency assistance, these challenges have been addressed. Affordable and mixed elderly housing is a critical need for the city and is a crucial component of the continuum of care that includes nursing home care, affordable assisted living and independent living.

By April 2010, a site survey, appraisal and request for offerors to submit a development plan will be developed. DCOA will continue to work with DRES and DHCD to develop an innovative mixed housing concept and plan for the property that will attract interested public and private developers

**INITIATIVE 6.2: Grow, support and sustain community- and neighborhood-Based Aging in Place Programs.**

In FY 2009, DCOA supported four innovative, community-based, non-profit, neighborhood focused programs and services that provide services for residents age 60



and over within a defined neighborhood service area. Each “Senior Village” assists older residents by partnering with and connecting them to social and cultural activities, exercise opportunities, transportation assistance, household and home maintenance and medical and assisted living services at home. More than thirteen villages are planned, formed or operating in the District.

In FY 2010, DCOA will continue to grow and support Senior Villages by seeking external funding, providing staff technical assistance, establishing linkages with DCOA’s Senior Service Network, and planning and conducting a District-wide resource exchange forum by January 2010.

**INITIATIVE 6.3: Implement, monitor and evaluate three Nursing Facility Quality of Care Fund projects.**

In FY 2009, DCOA entered into a MOU with the Department of Health Care Finance (DHCF) to improve the quality of care in all eighteen District nursing homes using the Nursing Facility Quality of Care Fund. In FY 2010, DCOA will complete the implementation and evaluation of two projects: 1) My Innerview, which is a customer satisfaction survey of nursing facilities residents and caregivers; and 2) On-Time Quality Improvements using health information technology. A third project, addressing geropsychology, will also be considered for implementation. More than \$6 million will be used from the Nursing Facility Quality of Care Fund in FY 2010 to implement projects. Additional projects will be identified and implemented, pending funding availability.

**INITIATIVE 6.4: Collaborate with the Department of Human Services to expand day services and housing options for homeless District seniors.**

DCOA/ADRC and the Department of Human Services (DHS) will implement a plan to house 25 homeless seniors and provide them with case management services during FY 2010. All 25 seniors will be housed by December 2010. The program will be a unique collaboration and a model for future development. Local funds and existing Housing Authority vouchers will support the program.

**INITIATIVE 6.5: Use Federal Stimulus Funds to expand congregate and home-delivered meals programs to serve several hundred additional older District residents.**

In FY 2009, DCOA’s re-assessment of home-delivered meals participants resulted in a number of unused program slots being eliminated. This allowed for funds to be used for new home bound and congregate meals clients using existing local and federal funds. In FY 2010, stimulus funds will increase or maintain the number of participants in both programs, increasing availability of congregate meals by 500 slots and home-delivered meals by 200 slots.

**INITIATIVE 6.6: Submit several competitive grant applications to the Federal Government and foundations that will expand agency resources, provide new opportunities for senior services, focus on diverting seniors from institutional care, and support aging in place.**





In FY 2008 and 2009, DCOA submitted a record number of grant applications to the federal government and foundations to support its mission. In FY 2008, six grant applications were submitted valued at \$6.1 million, with one funded. In FY 2009, several grant applications in excess of \$6.1 million have been submitted, with grant applications for FY 2010 under review. In the past, DCOA has had a poor performance record for competitive discretionary funding, especially from the federal government, which it aims to improve in FY 2010.

In FY 2010, the agency will continue to aggressively and successfully apply for and seek competitive grant opportunities with the goal of achieving a 50% success rate, or at least \$500,000 in additional grant funding. This can be achieved because of the agency's experience during the past two fiscal years, lessons learned, relationships developed with potential funders and additional staff support through an enhanced skill set.

### PROPOSED KEY PERFORMANCE INDICATORS

Measure	FY08 Actual	FY09 Target	FY09 Actual	FY10 Projection	FY11 Projection	FY12 Projection
<b>Objective 1</b>						
Number of seniors receiving health promotion, nutrition education and counseling programs at centers and network sites	11,512	12,000	6,339	7,000	8,000	9,000
Percent of persons requesting and receiving nutritious meals	99%	98%	99%	98%	98%	98%
Percent of wellness center participants who increase their awareness and adopt healthy behaviors as identified by improvements in their overall health <sup>1</sup>	N/A	60%	85%	75%	80%	85%
<b>Objective 2</b>						
Percent of seniors seeking employment and receiving job placements	54%	55%	24%	50%	55%	60%
Percent of participants in UDC specialized job skill training program placed in unsubsidized	N/A	N/A	15%	50%	55%	60%

<sup>1</sup> The metric for this KPI is changing as of FY 2010. As of FY 2010 this KPI will better evaluate and track evidence-based health outcomes using the Enhanced Fitness program.



jobs						
<b>Objective 3</b>						
Number of elderly and disabled customers served DCOA and ADRC	N/A	N/A	18,215	19,000	20,000	21,000
Number of new customers served by ADRC age 18 -59	N/A	N/A	451	500	600	700
Total number of ADRC cases	N/A	N/A	687	1,000	1,300	1,500
Average time (days) to close ADRC case	N/A	N/A	21 days	14 days	14 days	7 days
Number of new EPD Waiver applications and re-certifications processed (DHS:IMA and ADRC combined)	N/A	N/A	2,945	3,500	4,500	4,500
Number of persons attending DCOA/ADRC outreach events and activities	N/A	N/A	11,068	14,000	16,000	18,000
Cost savings from vehicle maintenance due to new vehicles	N/A	N/A	\$0	\$100,000	\$125,000	\$125,000
Average delivery time per home delivered meal (minutes)	N/A	N/A	3 to 5	2	2	2
<b>Objective 6</b>						
Number of organized Aging in Place programs and Senior Villages funded and operational	N/A	N/A	5	5	5	5
Value of competitive grants awarded to DCOA	N/A	N/A	\$50,000	\$500,000	\$700,000	\$750,000





## STANDARD CITYWIDE OPERATIONAL MEASURES

Measure	FY09 YTD
<b>Contracts</b>	
<b>KPI:</b> % of sole-source contracts	
<b>KPI:</b> Average time from requisition to purchase order for small (under \$100K) purchases	
<b>KPI:</b> # of ratifications	
<b>KPI:</b> % of invoices processed in 30 days or less	
<b>Customer Service</b>	
<b>KPI:</b> OUC customer service score	
<b>Finance</b>	
<b>KPI:</b> Variance between agency budget estimate and actual spending	
<b>KPI:</b> Overtime as percent of salary pay	
<b>KPI:</b> Travel/Conference spending per employee	
<b>KPI:</b> Operating expenditures "per capita" (adjusted: per client, per resident)	
<b>People</b>	
<b>KPI:</b> Ratio of non-supervisory staff to supervisory staff	
<b>KPI:</b> Vacancy Rate Total for Agency	
<b>KPI:</b> Admin leave and sick leave hours as percent of total hours worked	
<b>KPI:</b> Employee turnover rate	
<b>KPI:</b> % of workforce eligible to retire or will be within 2 years	
<b>KPI:</b> Average evaluation score for staff	
<b>KPI:</b> Operational support employees are percent of total employees	
<b>Property</b>	
<b>KPI:</b> Square feet of office space occupied per employee	
<b>Risk</b>	
<b>KPI:</b> # of worker comp and disability claims per 100 employees	