



**FY 2014 PERFORMANCE PLAN
DC Office on Aging**

MISSION

The mission of the District of Columbia Office on Aging (DCOA) is to advocate, plan, implement, and monitor programs in health, education, employment, and social services which promote longevity, independence, dignity, and choice for older District residents (age 60 plus).

SUMMARY OF SERVICES

DCOA provides consumer information, assistance, outreach, and employment/training services for District seniors, people living with disabilities, and caregivers so that they can be better informed about aging issues, live a quality life and maintain their independence.

The agency also offers home health, adult day care, nutrition, case management, residential facilities, elder rights assistance, health promotion, wellness, counseling, legal, recreation, transportation, and caregiver services for District residents to allow older residents an opportunity to remain at home and in the community for as long as possible.

The agency management gives administrative support and the required tools to achieve operations and programmatic results, which is standard for all agencies using performance-based budgeting.

PERFORMANCE PLAN DIVISIONS

- Consumer Information, Assistance and Outreach
- In-Home and Continuing Care/Community-Based Support
- Agency Management

AGENCY WORKLOAD MEASURES

Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual
Number of seniors provided transportation to and from medical, dialysis, and chemotherapy appointments	1,902	1,625	2,674
Number of caregivers receiving flex-spending funds to assist with the cost of respite care	N/A	N/A	137
Number of homebound and congregate meals served	719,941	672,188	675,652
Number of consumers attending Senior Wellness Centers	2,407	2,535	2,764
Number of seniors receiving employment and training assistance	500	433	1,120
Number of consumers receiving information, referral and assistance through the ADRC	4,927	4,821	7,046



Consumer Information, Assistance and Outreach Division

SUMMARY OF SERVICES

DCOA provides its customers with information, assistance and outreach for a variety of long-term care needs to enhance and increase the knowledge of seniors, persons living with disabilities and caregivers about aging issues, programs and services. The agency also provides job counseling and placement opportunities for residents age 55 and older to help them gain employment in the District of Columbia.

OBJECTIVE 1: Provide robust outreach efforts and disseminate more information intended to bring about a greater awareness of senior services and better serve and attract the underserved population through the expansion and development of new services and campaigns.

INITIATIVE 1.1: Develop a comprehensive public awareness and earned media campaign that provides information and assistance to a broader audience including baby boomers, caregivers, the socially isolated and persons living with disabilities.

DCOA will continue to expand its efforts by facilitating informational sessions, hosting outreach events, and developing tangible earned and social media strategies. In addition, DCOA will also develop new partnerships with community based organizations and government agencies to provide eldercare workshops for current and retiring employees on long-term care options and other services. These tactics will include, expanding outreach to earned media stakeholders to highlight key programs, new initiatives and events geared towards our target audiences. Additionally, DOCA will use web based tools (e.g. DOCA's Website, Facebook, Instagram, Twitter, YouTube) to extend the agency's reach and to promote upcoming events and special projects. In 2014, DCOA will also generate an awareness campaign with the Office of Unified Communications to educate seniors in each ward of the city on the importance of setting up a Smart911 safety profile that includes vital personal and medical information for each member of the household. During a 911 call, first responders and call takers will have vital information on the person in an emergency. The goal is to establish Smart911 profiles for 1,000 seniors. **Completion Date: September 2014 and ongoing.**

INITIATIVE 1.2: Expand the outreach of the Youth Build Public Charter School Senior Home Improvement Initiative.

In 2013, DCOA partnered with Youth Build Charter Schools to pilot a program providing free home repairs including painting to over 20 seniors' homes. In 2014, we will continue to publicize and educate the seniors about the benefit of this intergenerational program and aim to provide the students with funding through Mayor Gray's One City Summer Youth Program and other funding sources in order to sustain this invaluable program during the summer months. We plan to repair a total of 25 homes this year.

Completion Date: September 2014 and ongoing.



INITIATIVE 1.3: Publish DCOA’s first-ever data annual report.

DCOA provides a myriad of services that makes a profound difference in the quality of life for seniors and persons with disabilities and will produce an annual report for distribution outlining accomplishments, benefits, value and the impact of programs and services. DCOA plans to print 2,000 hard copies to be distributed among our various stakeholders by mail or through our external relations staff. In addition, we will post a PDF version on our website. The publication will include services and demographic information based on the needs assessment, white papers, and other statistical resources.

Completion Date: September 2014.

INITIATIVE 1.4: Develop a service delivery model providing services to seniors who reside in the DC Public Housing family unit.

There are more seniors living in DC Public Housing family units than there are in senior apartment buildings managed by the Housing Authority. Those living in family units are often head of households with children under the age of 18 and may be in dire need of special aging services because of their unique circumstances in raising grandchildren. To better assist them, DCOA will collaborate with the DC Housing Authority to address this special class of seniors by participating with their planned community events. This will allow us to identify seniors within our target demographic to ensure that these residents are familiar with DCOA’s resources. Our social workers, as well as an information table, will be available during each event to provide DCOA related materials and aid residents requiring assistance. As a result of this collaboration, DCOA plans to provide information to more than 1,500 senior residents and persons with disabilities who are traditionally not reached by DCOA outreach efforts.

Completion Date: September 2014 and ongoing.

INITIATIVE 1.5: Recruit new senior volunteers for senior programs.

DCOA has volunteer programs helping seniors share their years of knowledge and experience, reduce their social isolation, and make an impact on their communities. The Office on Aging is strengthening efforts to reach and attract senior volunteers to support these various programs. In 2013, DCOA led the way by piloting an early childhood development reading program, trained 100 volunteers in first responder support, expanded the Senior Ambassadors program, and developed a senior garden in one of its Senior Wellness Centers. In 2014, DCOA will add five new underperforming schools to its early childhood development program, provide first responder volunteer classes in senior public housing, produce training materials in common languages traditionally spoken in the District of Columbia, and continue to expand the Senior Ambassador program. However, DCOA will focus more on recruiting baby boomers and collaborating with City Blossoms in the planting of gardens in six of the Senior Wellness Centers.

Completion Date: September 2014 and ongoing.

INITIATIVE 1.6: Educate District residents on identification and prevention of elder abuse.

In DCOA’s attempt to reach the seniors actually being affected by physical, emotional, and financial abuse, the DCOA Elder Abuse Prevention Committee (EAPC) will provide 10 training sessions specifically geared toward the residents in the District and not for the



professional community and senior network. The EAPC will provide information to our Wellness Centers through “Money Smart for Older Adults,” a program offered by the FDIC and Consumer Financial Protection Bureau which shares tips on how to prevent common fraud, scams and other types of elder financial exploitation; how to prepare financially for unexpected life events, and what to have ready in case disaster strikes. **Completion Date: September 2014 and ongoing.**

OBJECTIVE 2: Develop active and vibrant neighborhoods to create new economic opportunity and support a high quality of life for the District's seniors and persons with disabilities through the Mayor’s Sustainable DC Plan.

INITIATIVE 2.1: Increase the number of jobs available to District seniors and persons with disabilities.

DCOA, in conjunction with the Mayor, is dedicated to ensuring employability for our senior and residents living with disabilities. In order to increase the number of jobs available for these two groups, DCOA will collaborate with new and existing businesses with the hope of hiring skilled and qualified individuals, assuring the potential of receiving cost of living wages and benefits. Residents will have access to training programs that will in turn improve their employability and ability to live successfully in their communities while remaining in the District.

Completion Date: September 2014 and ongoing.

INITIATIVE 2.2: Explore the feasibility of local food and active transportation procurement.

The Office on Aging promotes healthier and more mobile seniors who benefit from active transportation, nutritious foods, and walkable neighborhoods. The agency currently provides meals and transportation to thousands of seniors in the District and is working closely with the Mayor to make the District a more sustainable city that benefits everyone – young and old alike – to help grow and diversify DC’s business sector for sustained economic prosperity. **Completion Date: September 2014 and ongoing.**

KEY PERFORMANCE INDICATORS – Consumer Information, Assistance and Outreach

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 Actual	FY2014 Projection	FY2015 Projection	FY2016 Projection
Newly Registered Smart 911 DCOA Customers	N/A	N/A	N/A	1,000	1,100	1,200
Number of people receiving jobs with pay rate above minimum wage	N/A	N/A	N/A	80	90	95



In-Home and Continuing Care/Community-Based Support

SUMMARY OF SERVICES

DCOA offers a variety of community-based supports and services to District seniors and their caregivers, including transportation, socialization and recreation, nutrition programs and counseling, adult day care, respite care and support, and case management just to name a few. We operate a total of 30 plus programs city-wide through our Senior Service Network provided by our 20 community-based partners.

OBJECTIVE 1: Fulfill the Mayor's One City Action Plan by diverting vulnerable residents from premature nursing home placement by providing aging and disability resources in every ward of the city.

INITIATIVE 1.1: Develop a system integration plan to ensure that consumers receiving services through Money Follows the Person, Hospital Discharge Planning, Nursing Home Transition, and Lifespan Respite Care programs are also provided long-term care (LTC) options counseling.

The overall goal is to provide quality services to consumers and their caregivers. The objectives are to simplify the LTC system by cross training staff in options counseling so that it is standardized across the city (in every ward) based on the national and state standards. LTC Options Counselors will assist consumers in navigating the LTC system, which they find complex and confusing, ensure consumer satisfaction surveys are completed by customers to monitor quality assurance, and maintain the LTC Options Counseling Advisory group to continue quality improvement.

Completion Date: September 2014 and ongoing.

INITIATIVE 1.2: Improve communication between hospitals, community-based organizations, patients and their families.

ADRC will improve the communication between these entities via direct sharing of information through telephone, email, hospital/home visits. We will also improve the implementation and dissemination of hospital discharge checklists/summaries ensuring the provision of all key elements and effective, direct communication with aftercare providers, patients, and their families. This information will be communicated in a timely manner to include the outcome of the hospitalization, disposition of the patient, provisions of follow-up care including medical appointments, statements of how care needs will be met, and plans for additional identified services (i.e., home health assistance, skilled nursing services, transportation services, etc.).

Completion Date: September 2014.

INITIATIVE 1.3: Establish a sustainability plan for lifespan respite care.

This sustainability plan will ensure continuation of caregiver support and resources. DCOA will offer evidence-based falls-prevention training. The Lifespan Respite Flex Account System will be fully implemented to address affordability barriers for caregivers. The Lifespan Respite Flex Account system can reimburse or give caregivers funds to use for respite care expenses. By giving caregivers these funds they can afford respite services so they do not burnout. DCOA will continue to present at Senior



Wellness Centers, churches, libraries, and ANC meetings. In addition, a caregiver support group will be established at each Center. This plan will also assist with reducing caregiver burnout and early admittance into long-term care facilities.

Completion Date: September 2014.

INITIATIVE 1.4: Develop the District's first Alzheimer's Disease State Plan.

In order to improve the lives of District of Columbia residents living with Alzheimer's disease, DCOA will develop the city's first Alzheimer's State Plan. This state plan will be developed through four strategic steering committees including (1) training and workforce development, (2) quality of care, (3) public awareness and outreach, and (4) research and data. These committees along with key stakeholders will prepare a state plan to be implemented over the next five years, including recommendations, goals, and strategies to address Alzheimer's Disease in the District of Columbia. Moreover, the proposed plan will include a timeline to ensure benchmarks and goals are achieved.

Completion Date: September 2014.

OBJECTIVE 2: Enhance and maintain community living for seniors and people living with disabilities through the implementation of DCOA's 5-year strategic plan.

INITIATIVE 2.1: Increase public awareness and accessibility of food and nutrition programs to combat food insecurity among seniors.

DCOA currently offers home-delivered and congregate meals and administers the Commodity Supplemental Food Program (CSFP) and Senior Farmers' Market Nutrition Program (SFMNP) to seniors living in the District. In order to reach more seniors in the community, increase socialization, and maximize utilization of nutrition resources, DCOA will use multiple outreach strategies such as open houses, special events, and printed materials and open additional nutrition sites in senior buildings, churches, wellness centers, and culturally diverse locations. In addition, DCOA will make a mass effort to inform seniors receiving any of these food services of all food programs available to them, assess their eligibility, and facilitate their enrollment in any and all programs if they desire to participate. **Completion Date: September 2014 and ongoing.**

INITIATIVE 2.2: Overhaul DCOA's WEHTS Transportation System.

Currently, DCOA's current fleet is old, repair time is lengthy, and reservations have to be made weeks in advance. Our new and improved service model will include new vehicles and these current issues will be addressed. In FY14, the new service model will feature shorter reservation and wait time, fewer service blackout days, and provide a direct process for rider feedback to improve operations and customer service. Riders will receive technical information and support, education on the availability and use of alternative transportation options, and improved connectivity and accessibility to the community through a safe, friendly, and affordable program.

Completion Date: September 2014.



INITIATIVE 2.3: Expand the Senior Wellness Centers program model to increase the flexibility, adaptability, and utilization.

There has been a significant increase in Senior Wellness Center (SWC) participation as more seniors are becoming educated on the benefits of preventive health. As a part of this initiative, DCOA and its partners will provide health promotion programs and services to raise awareness and to promote healthier habits. This initiative will also increase the number of evidence based approaches throughout the SWCs in an effort to enhance programs and improve health outcomes of the senior participants.

Completion Date: September 2014.

INITIATIVE 2.4: Expand customer service to include assistance with real property sales tax survey to curb current cases of elder abuse, neglect, and financial exploitation in the District.

Our most vulnerable senior population is at risk of falling behind in their property tax payments and as a result may become victims of property tax fraudulent practices committed by investors. As part of DCOA customer service, assistance will be added during the client intake process whereby any homeowner who wishes to be notified of the status of their property taxes will receive that notification beginning October 1, 2013.

Completion Date: September 2014 and ongoing.

KEY PERFORMANCE INDICATORS – In-Home & Continuing Care/Community-Based Supports

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 Actual	FY2014 Projection	FY2015 Projection	FY2016 Projection
Number of people transitioned from nursing homes back to the community with the appropriate home and community-based supports and services	N/A	N/A	49	80	110	120
Number of people who have remained or transitioned in the community as a result of the long-term care options counseling services	217	N/A	800	680	800	900
Number of people discharged from the hospital to home preventing nursing home placement	N/A	N/A	86	60	80	90
Number of customers (ages 18-59) served by ADRC	700	750	1,296	389	467	560
Percentage of customers satisfied with WEHTS transportation service	N/A	N/A	N/A	50%	75%	85%
Percent of persons at Senior Wellness Centers reporting an increase in awareness and practice of healthy habits	90%	90%	90%	90%	90%	90%



Agency Management

SUMMARY OF SERVICES

The agency management gives administrative support and the required tools to achieve operations and programmatic results to improve the city's infrastructure in an effort to make DC a better place for older residents to live and remain in the communities they love.

OBJECTIVE 1: Transform the District of Columbia to an Age-Friendly City, an inclusive and accessible urban environment that encourages active and healthy aging for all residents, particularly seniors.

INITIATIVE 1.1: Sustain existing senior villages and promote the development of new senior villages in underserved neighborhoods.

DCOA will host a village networking event to stimulate even more interest and address national trends in existing and emerging villages. A senior village is an organization designed to provide seniors with access to the proper services and supports as they “age in place” preventing premature nursing home placement. In 2014, the Office on Aging will provide assistance to the launching of three new senior villages.

Completion Date: September 2014 and ongoing.

INITIATIVE 1.2: Support efforts to achieve additional housing options that enable older adults to stay in their chosen neighborhood.

Working with private partners, DCOA will urge the establishment of neighborhood intergenerational shared and cooperative housing, PACE in DC, DC neighborhood Green Houses for assisted living and skilled care, and DC group homes for older adults with mental illnesses. **Completion Date: September 2014 and ongoing.**

INITIATIVE 1.3: Legislative and public policy advocacy on aging and disability issues.

DCOA will advocate for legislation and other public policy initiatives that promote the District of Columbia as a city where citizens can grow old in a safe environment with maximum independence. Such initiatives will include a “Community Living Policy” that addresses transportation, housing, and other important public policy issues that affect seniors and persons with disabilities. DCOA will also continue to advocate for legislation to curb abuses in the real property sales process.

Completion Date: September 2014 and ongoing.

INITIATIVE 1.4: Place priority on mandated reporting of elder abuse.

Abuse refers to any knowing, intentional, or negligent act by a caregiver or any other person that causes harm or a serious risk of harm to a vulnerable adult. Although hundreds of thousands of older persons who are frail, isolated, vulnerable, and often dependent on others are abused, neglected, and exploited each year, many cases go unreported. Victims are reluctant to report due to shame or embarrassment and family members. Friends and caregivers are reluctant to report because they don't know where to go for help. Reporting suspected cases of abuse will help save thousands of victims annually. In the District of Columbia, mandated reporters are required to report suspected



abuse, neglect, or exploitation of elders or incapacitated adults. The Office of the Deputy Mayor for Health and Human Services has put together a working group to include members of the Health and Human Services cluster to review and construct guidelines for a city-wide cohesive mandated reporting plan. DCOA's Elder Abuse Prevention Committee is represented in this working group. It has been recommended to the Deputy Mayor that all government officials receive the recently developed APS training on mandated reporting. During FY 2014 mandated reporting training will begin in the District of Columbia. The DC Office on Aging will include social workers, health care professionals, and front line personnel in the training when it is made available at the agency level. This will allow DCOA staff to be better aware of the policies and procedures for reporting known and suspected abuse of elders and other vulnerable adults and to understand mandated reporter training requirements.

Completion Date: September 2014.

KEY PERFORMANCE INDICATORS – Agency Management

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 Actual	FY2014 Projection	FY2015 Projection	FY2016 Projection
Number of new affordable housing units for seniors	N/A	N/A	N/A	1	1	1
Number of new senior villages	N/A	N/A	2	3	3	3
Number of proposed legislative and policy initiatives on aging issues	N/A	N/A	N/A	3	2	2