



**davidson  
county**  
**senior**  
**services**  
department

**AGING SERVICES PLAN**  
**2019 – 2022**



## EXECUTIVE SUMMARY

**Davidson County Department of Senior Services mission is to support, assist and advocate for older and disabled adults and their families by offering an evolving array of programs and services to meet their present and future needs regarding their well-being, independence, involvement in their community, and the ability for them to remain in their own home.**

The primary purpose of the plan is to support the fulfillment of Davidson County Department of Senior Services mission and to provide a roadmap that will aid Senior Services with the anticipation and accommodation of an increasing demand for services.

These are difficult times for aging service organizations, in providing social services, as the landscape of the population is in the midst of historical and unprecedented change. The group of people born between 1946 and 1964, known as the Baby Boomers, began to reach age 65 in 2008. It is estimated that 10,000 “Boomers” turn 65 every day. As this unique population segment moves through its senior years, the existing infrastructure of health care and other vital resources needed for their support will be stretched to capacity and beyond.

Utilizing the North Carolina Department of Health and Human Services, Division of Aging and Adult Services, Aging Services Plan, “Booming Forward: Working Together to Improve Lives,” and the Piedmont Triad Regional Council’s, Area Agency on Aging’s, “An Overview of the Aging Population & Individuals with Disabilities” report as guides, these goals are developed to target six areas of focus over the next four years.

## SIX FOCUS AREAS

1. Access to Care
2. Aging in Place
3. Health and Wellness
4. Fraud and Abuse Prevention
5. Active Engagement
6. Public Accountability

This plan provides for opportunistic expansion in a variety of areas. Each focus area and goals contain a set of strategies supported by objectives and measurements. Senior Services management team will implement tasks associated with the goals and periodically report on the status to the Senior Services Advisory Board and Planning Committee for Services to the Elderly.

Given the reputation of Davidson County Senior Services, its’ ability to provide high-quality services and programs efficiently, and the expertise and excellence of the people involved, there is great optimism about future sustainability.

# STRATEGIC GOALS

**Goal 1:** Empower older adults, their families, and other consumers to make informed decisions and to easily access existing health and long-term care options

**Goal 2:** Enable older adults to remain independent and age in the place of their choice with appropriate services and supports

**Goal 3:** Empower older adults to have optimal health status and a healthy lifestyle

**Goal 4:** Protect the safety and rights of older and vulnerable adults and prevent their abuse, neglect and exploitation

**Goal 5:** Facilitate communities and older adults working together to plan and prepare for the future

**Goal 6:** Ensure public accountability and responsiveness

# 1

## Empower older adults, their families, and other consumers to make informed decisions and to easily access existing health and long-term care options

Senior Services seeks to provide greater awareness and understanding of the opportunities that exist to enhance the quality of life for older adults. There are a variety of benefits and services available that can assist older adults and their caregivers, but they need knowledge of these sources of assistance, and the skills to plan, in advance, for their health and long-term care needs.

### **Objective 1.1: Educate the public on availability of services to foster independence, self-sufficiency and planning for long-term needs**

#### **Strategies:**

- Conduct two annual outreach events to inform Medicare Beneficiaries about benefits aimed at preventing disease and promoting wellness such as LIS and the Medicare Savings Program (Medicare Updates, SHIP Counseling).

--Owner(s) *Senior Center Managers*

*Measure:*

*Track number of events and participation.*

- Expand the availability of Legal Services by developing a relationship with the Elder Law Clinic of Wake Forrest University.

--Owner(s) *Senior Center Managers*

*Measure:*

*Elder Law Clinic promotional materials will be incorporated with Legal Aid of NC flyers and referrals.*

- Market Information and Options Counseling and agency services at ten (10) events.

--Owner(s) *Information and Options Counselor*

*Measure:*

*Track through PBB quarterly report.*

- Ensure Senior Services and programs/services are included in the nc211.org database as well as 211-phone system.

--Owner(s) Information and Options Counselor

*Measure:*

*Review annually to ensure information is current for both outreach portals.*

**Objective 1.2: Streamline access to long-term services and supports to facilitate informed decision-making**

**Strategies:**

- Provide the public with a one-entry portal for information, assistance and referral for services and resources.

--Owner(s) Information and Options Counselor

*Measure:*

*Track information, assistance and referrals in MySeniorCenter.*

- Provide Information and Options Counseling as a continuum of access services.

--Owner(s) Information and Options Counselor

*Measure:*

*Information and Options Counselor will obtain Options Counseling Certification and on-going continuing education.*

*Track services provided in MySeniorCenter.*

- Update Senior Services resource directory and make available to the public online and in print (Annually).

--Owner(s) Information and Options Counselor

*Measures:*

*Track number of copies printed and distributed.*

*Track number of downloads from website.*

**Objective 1.3: Ensure inclusion of diverse cultures and abilities in all aspects of the aging and adult services network**

**Strategies:**

- GIS map the county to study population segments of persons 50 and older and

disabled.

--Owner(s) Senior Services Director/Assistant Director

*Measure:*

*Map will be completed and reviewable by target date.*

- Develop a targeted marketing plan to include three (3) presentations, media and print information to consumers with limited English proficiency, and the disabled.

--Owner(s) Information and Options Counselor

*Measure:*

*Track number of event presentations, media and print information.*

- Senior Centers, Meals on Wheels, Transportation, Volunteer and In-Home Aide Services will collaborate with key agencies and organizations supporting persons with disabilities to develop a plan for inclusion of services to diverse cultures and abilities.

--Owner(s) Program Managers/Senior Services Assistant Director

*Measure:*

*Establish a baseline for the number of diverse cultures and abilities that will be served.*

- Continue to promote older adult involvement in departmental operations through service on the Senior Services Advisory Board.

--Owner(s) Senior Services Director

*Measure:*

*Establish a method for obtaining interest in board service and ensuring representation of diverse cultures and geographical areas.*

- Collaborate with key agencies and organizations supporting persons with disabilities to raise awareness about physical, sensory, and intellectual disabilities affecting older adults and their caregivers.

--Owner(s) Senior Center Managers/Senior Services Assistant Director

*Measure:*

*Establish a baseline for the number of meetings participated in on an annual basis.*

# 2

## Enable older adults to remain independent and age in the place of their choice with appropriate services and supports

Senior Services will continue to expand quality services and supports throughout the long-term care continuum. It is vital that those with long-term services and support needs obtain the right assistance, at the right time, in a way they prefer. Efforts are needed to increase the capacity of providers, support new models of care to ensure availability, and enhance consumer-directed options of older adults and family caregivers.

### **Objective 2.1: Maintain and expand the availability of community-based services and supports**

#### **Strategies:**

- Meals on Wheels will develop a timeline for initiating the offering of alternate meal choices. (pureed, diabetic, renal, gluten-free)

--Owner(s) Nutrition Programs Manager/Senior Services Director

*Measure:*

*Timeline established and functioning.*

- In-Home Aide Services will explore independent contracting with a CNA to service clients living in areas that are not cost effective to be serviced by county contracted home care providers.

--Owner(s) In-Home Services Manager/Senior Services Director

*Measure:*

*Social Worker contract secured and operational by target date.*

- Senior Centers will update facility design and programming by integrating national models.

--Owner(s) Senior Center Managers/Senior Services Director

*Measure:*

*Develop timeline for integration.*

- Continue to work to develop relationships and contracts with healthcare entities by marketing locally and participating in regional provider efforts.

--Owner(s) Senior Services Director



*Measure:*

*Monitor recurring contract with Carolina Senior Care for Meals on Wheels provided to high risk PACE (Program of All-Inclusive Care for the Elderly) clients.*

*Documentation of continuing education in the areas of business acumen and contract development.*

- Promote Sponsorship Program opportunities.

--Owner(s) Sponsorship Coordinator

*Measure:*

*Increase the total sponsorship revenue each year by 10%.*

*Develop and utilize an annual marketing plan.*

- Continue to utilize PBB funds to expand services for In-Home Aid and Meal on Wheels.

--Owner(s) In-Home Services Manager/Nutrition Programs Manager

*Measure:*

*Track number of additional clients served with increased funds.*

- Collaborate with Davidson County Transportation Services and Non-profit organizations to expand local transportation options.

--Owner(s) Senior Services Director/Information and Options Counselor

*Measure:*

*Serve on Davidson County Transportation Advisory Board.*

*Create a directory of non-profits that provide transportation services.*

- Increase access to mental health services.

--Owner(s) Senior Services Director/In-Home Services Manager

*Measure:*

*Attendance and dissemination of information from Cardinal Innovations Community meetings.*

*Advocate for enhanced in-home mental health counseling and services.*

- Collaborate with key agencies to increase awareness of housing and home improvement services, and promote mobility and accessibility services as a means of keeping people safely in their homes.

--Owner(s) Information and Options Counselor

*Measure:*

*Track the number of collaborations with agencies and promotion efforts.*

# 3

## Empower older adults to have optimal health status and a healthy lifestyle

The rapidly increasing number of older adults in Davidson County has far-reaching implications and will place unprecedented demands on their provision through Senior Services. Efforts to promote optimal health and functional independence are critical. Older adults who practice healthy behaviors, take advantage of health promotion and disease prevention services, and continue to engage with family and friends are more likely to live independently and incur fewer health-related costs.

### Objective 3.1: Promote engagement in health and wellness programs and initiatives

#### Strategies:

- Demonstrate that Davidson County Senior Games is an effective year-round physical and mental health promotion program.

--Owner(s) Senior Games Coordinator

*Measure:*

*Increase participation in Senior Games annually by 5%.*

- Increase participation in Senior Center fitness programming by 15% annually.

--Owner(s) Senior Center Managers

*Measure:*

*Track using PBB quarterly report.*

- Promote and expand Seniors' Market Nutrition Program.

--Owner(s) Nutrition Programs Manager/Nutrition Programs Asst. Manager

*Measure:*

*Track redemption rate to ensure vouchers are used.*

- Develop an in-house falls prevention specialist position for increasing awareness, providing education, tools and resources.

--Owner(s) Senior Center Manager/Senior Services Director

*Measure:*

*Increase the frequency of Falls Awareness promotion by establishing a baseline for the number of activities provided.*

- Ensure the reduction of falls by providing evidence-based classes designed to prevent falls.

--Owner(s) Senior Center Managers/Falls Prevention Specialist

*Measure:*

*Increase overall participation in classes over previous year by 10%.*

### **Objective 3.2: Expand access to, and increase participation in evidence-based health promotion and disease prevention programs**

#### **Strategies:**

- Increase access to evidence-based healthy aging programs among older adults through program promotion and referrals.

--Owner(s) Senior Center Managers/Evidence-Based Programs Coordinator

*Measure:*

*Develop one or more new partnerships with an aging service organization to conduct evidence-based classes.*

- Conduct evidence-based classes two times each year: Living Healthy with Diabetes, Living Healthy with Chronic Disease, Walk with Ease, and A Matter of Balance.

--Owner(s) Senior Center Managers/Evidence-Based Programs Coordinator

*Measure:*

*Increase overall participation annually by 10%.*

# 4

## Protect the safety and rights of older and vulnerable adults and prevent their abuse, neglect and exploitation

For more than ten years, Senior Services has led efforts to protect older and vulnerable adults from mistreatment and safeguard their rights, regardless of the setting in which they live. We are building safer communities for everyone by working collectively in preventing abuse, neglect, and exploitation, preparing individuals and communities to respond in times of adversity, and fighting fraud.

### **Objective 4.1: Maximize collaboration, outreach and training to stop or prevent abuse, neglect, and exploitation**

#### **Strategies:**

- Develop an in-house specialist for information and conducting year round awareness.

--Owner(s) Senior Services Director/Senior Services Assistant Director

#### *Measure:*

*Increase the frequency of the promotion of Elder Abuse Awareness by establishing a baseline for the number of awareness activities.*

- Coordinate with DSS Adult Protective Services to obtain annual data for documented reports of abuse, and conduct public awareness efforts surrounding Elder Abuse Awareness month in North Carolina. (*Purple Fonts, EAA kits, Window Decals, Flyers, Press Releases, Media attention*)

--Owner(s) Senior Center Managers/In-House Specialist/Senior Services Director

#### *Measure:*

*Track number of EAA participation from awareness efforts.*

- Conduct World Elder Abuse Awareness Day events at Senior Centers and Congregate Nutrition Sites.

--Owner(s) Senior Center Managers/Nutrition Pro. Asst. Manager

#### *Measure:*

*Track number of events held.*

- Conduct fraud, scam, and document shred events.

--Owner(s) Senior Center Managers

*Measure:*

*Establish a baseline for number of events and track participation.*

## **Objective 4.2: Strengthen emergency preparedness and response for older adults**

### **Strategies:**

- Collaborate with Emergency Medical Services to conduct a Code Red notification sign-up event for older adults.

--Owner(s) Senior Center Managers/Senior Services Director

*Measure:*

*Track event participation.*

- Collaborate with EMS, the American Red Cross, and Fire Departments to host Disaster Preparedness events that support and inform seniors and persons with disabilities prior to and during an emergency.

--Owner(s) Senior Center Managers

*Measure:*

*Establish a baseline for the number of events and track participation.*

- Serve on the Davidson County Emergency Preparedness Planning Committee to update systems in place that support seniors and persons with disabilities during an emergency.

--Owner(s) Safety Coordinators/Senior Services Director

*Measure:*

*Disseminate public information available to seniors and persons with disabilities to be better prepared for a disaster.*

# 5

## Facilitate communities and older adults working together to plan and prepare for the future

The aging of the Baby Boomers in the coming decades will bring both challenges and opportunities in communities preparing for their future, bringing with them a reservoir of skills, expertise and experience that can inform and enrich all age groups. It is important for Senior Services to provide opportunities for personal growth, social engagement, employment and volunteerism for older adults. Such opportunities are critical for successful aging, expanding programs and services, and strengthening communities.

### Objective 5.1: Promote volunteerism and other active engagement

#### Strategies:

- Recruit an additional 10% of the active Meals on Wheels volunteer base annually.  
--Owner(s) Volunteer Services Coordinator

*Measure:*

*Track using PBB quarterly report.*

- Collaborate with the United Way of Davidson County to nominate an outstanding volunteer(s) for the annual NC Governors Volunteer Service Award.

--Owner(s) Volunteer Services Coordinator

*Measure:*

*One or more Senior Services and/or community volunteers will be nominated for the NC Governors award.*

- Provide technical assistance and best-practice strategies to volunteers through service training.

--Owner(s) Volunteer Services Coordinator

*Measure:*

*Establish a baseline for the method volunteers will be trained on and how frequently they will receive additional training.*

- Maximize collaboration to publicize and strengthen participation of older adults in artistic endeavors.

--Owner(s) Senior Games/SilverArts Coordinators

*Measure:*

*Increase older adults participating in Senior Games SilverArts and PerformingArts by 5% annually.*

*Facilitate on-going relationships between local artist groups and Senior Services.*

### **Objective 5.2: Promote older workers as vital for businesses seeking a trained, qualified and reliable workforce**

#### **Strategies:**

- Enable older, low-income job seekers to develop the skills and self-confidence to obtain unsubsidized jobs and become financially self-sufficient.

--Owner(s) Senior Services Director

*Measure:*

*Facilitate relationships with the Senior Community Service Employment Program (SCEP) and Davidson Works.*

### **Objective 5.3: Offer senior leadership opportunities that promote the importance of older adult involvement in addressing issues affecting seniors**

#### **Strategies:**

- Facilitate on-going involvement and promotion of the Senior Tarheel Legislature representatives of Davidson County.

--Owner(s) Senior Services Director/Congregate Nutrition Program Manager

*Measure:*

*Establish a baseline for the number of STHL delegate presentations provided to congregate nutrition sties on an annual basis.*

*Promote inclusion of STHL reports in Planning Committee and Advisory Board meetings.*

- Continue to promote opportunities for older adults to share their knowledge, skills and abilities by providing leadership to Senior Center programs.

--Owner(s) Senior Center Managers

*Measure:*

*Increase the number of older adult class and activity instructors annually by 5%.*

# 6

## Ensure public accountability and responsiveness

As the demand for services grows, Senior Services will face hard choices about how to use limited revenues. Good planning and stewardship of funds require Senior Services to be able to track spending and results, and use that information to influence planning.

### **Objective 6.1: Implement operational improvements and managerial efficiencies for critical services and supports**

#### **Strategies:**

- Effectively monitor waiting lists for In-Home Services and Meals on Wheels.

--Owner(s) Nutrition Programs Manager/In-Home Services Manager

*Measures:*

*Review and update waiting lists monthly.*

*Through Meals on Wheels, offer frozen or drop shipped meals as an alternative.*

*Through Meals on Wheels, offer to help connect with local food banks while on the waiting list.*

*Through In-Home Services, offer resource information for other programs, such as PACE, and The Life Center of Davidson County while on service wait lists.*

- Maintain a daily fill rate of 96% for Meals on Wheels.

--Owner(s) Nutrition Programs Manager

*Measures:*

*Track using PBB quarterly report.*

- Expand education and the amount of consumer contributions for In-Home Services and Transportation.

--Owner(s) In-Home Services Manager/Transportation Program Manager

*Measure:*

*Increase the amount of revenue generated annually by 10% through*



*consumer contributions for In-Home Aide Services and Transportation.*

- Mail exit surveys with case closure letters to all clients being discharged from the In-Home Services program.

--Owner(s) In-Home Services Manager

*Measure:*

*Track using PBB quarterly report.*

- Collaborate with key agencies and organizations supporting the use of outcome data as a method of determining ROI and marketing services in the healthcare market.

--Owner(s) Senior Services Director

*Measure:*

*Track the number of meetings with agencies/organizations and healthcare entities.*

## **Objective 6.2: Promote effective and efficient management policies, including the use of performance-based standards and outcomes**

### **Strategies:**

- Continue participation in the county's Performance Based Budgeting Program developing three or more annual goals that address effectiveness and efficiency.

--Owner(s) Senior Services Director/Program Managers

*Measure:*

*Review quarterly PBB reports.*

- Develop and monitor an agency strategic goals plan every two years.

--Owner(s) Senior Services Director/Program Managers

*Measure:*

*Plan will be approved by the Senior Services Advisory Board.*

- Ensure programmatic policies and procedures are up to date and aligned with the mission of the agency.

--Owner(s) Senior Services Director

*Measure:*

*Review program policies and procedures annually.*

- Ensure each employee develops and realizes annual job-related goals.

--Owner(s) Senior Services Director/Program Managers

*Measure:*

*Annual goals, which support the Aging Services Plan, will be developed during annual performance appraisals and monitored during the period of performance.*

### **Objective 6.3: Advocate for increased funding and enhanced facilities to accommodate the growing aging population**

#### **Strategies:**

- Provide service reports, including unmet needs and wait lists to boards/committees and elected officials which conveys total clients served and wait lists for services.

--Owner(s) Senior Services Director

*Measure:*

*Reports will be created and distributed monthly.*

- Participate in regional and state-wide advocacy efforts to increase funding for services.

--Owner(s) Senior Services Director/Program Managers

*Measure:*

*Develop a baseline for the number of advocacy activities in which selected managers and employees will participate.*

- Develop and present an annual presentation reflecting the state of aging and needs of older adults in Davidson County.

--Owner(s) Senior Services Director/Assistant Director

*Measure:*

*Present annually to the Board of County Commissioners, Senior Services Advisory Board and Senior Services employees.*

- Support activities of the Senior Tarheel Legislature and its advocacy priorities.

--Owner(s) Senior Services Director

*Measures:*

*Encourage annual Delegate or Alternate presentations at congregate*

*nutrition sites.*

*Encourage inclusion of STHL delegate reports in advisory board and planning committee meetings.*

*Submit press releases to the media as received from STHL delegate/alternate.*

*Submit annual priorities to the Board of County Commissioners.*

**Objective 6.4: Develop business and organizational relationships that will result in partnerships for facilitating programs and services**

**Strategies:**

- Continue participation in community meetings, boards/committees. (HIPSS, Cardinal Innovations Community Meetings, DCSPAN, Davidson County Transportation Advisory Board, Planning Committee for Services to the Elderly, YMCA)

--Owner(s) Senior Services Director/Program Managers

*Measure:*

*Track collaborations with partner organizations.*

- Participate in Region G, Area Agency on Aging events and meetings that help develop relationships with insurance companies and healthcare entities.

--Owner(s) Senior Services Director/Senior Center Managers

*Measure:*

*Track the number of events participated.*

## FY 2019 PERFORMANCE BASED BUDGETING GOALS

1. Market Information and Options Counseling and agency services at ten (10) events
2. Maintain a daily 96% client fill rate for Meals on Wheels
3. Increase participation in the Senior Center fitness rooms by 15%
4. Recruit 10% of the active Meals on Wheels volunteer base from 2017-2018
5. Mail exit surveys with case closure letters to all clients being discharged from In-Home Services program

*Measure:*

*Track goals through quarterly PBB progress report.*

## Frequently Used Acronyms

<b>LIS</b>	Low Income Subsidy Program
<b>SHIIP</b>	Seniors Health Insurance Information Program
<b>ROI</b>	Return on Investments
<b>PACE</b>	Program of All-inclusive Care for the Elderly
<b>NISC</b>	National Information Solutions Cooperative
<b>EMS</b>	Emergency Medical Services
<b>DSS</b>	Department of Social Services
<b>PBB</b>	Performance Based Budgeting
<b>EB</b>	Evidence-Based
<b>GIS</b>	Geographic Information System
<b>SCSEP</b>	Senior Community Service Employment Program
<b>EAA</b>	Elder Abuse Awareness
<b>STHL</b>	Senior Tar Heel Legislator
<b>HIPSS</b>	Healthcare Industry Professionals Serving Seniors
<b>DCSPAN</b>	Davidson County Stop Prescription Abuse Now

## Glossary

**Davidson County Senior Games** - A multi-sport event specifically devoted to adults aged 50+. It is composed of local and state competitions held annually followed by a national event every two years.

**Low Income Subsidy Program (LIS) - Provides Medicare Beneficiaries** who have limited income and assets extra help with the costs of their prescription drugs.

**Senior Games Silver Arts** - A celebration of the creative expression of seniors in Davidson County as a component of the traditional athletic competition of the Davidson County Senior Games.

**Senior Tarheel Legislature (STHL)** - Senior delegates that are charged with providing information to senior citizens on the legislative process and matters being considered by the North Carolina General Assembly.

**MySeniorCenter** - An integrated software for Senior Service agencies that features reporting, client, volunteer and program management and a call messaging service.

**Code Red** - An emergency notification service by which public safety can notify residents and businesses by telephone or cellular phone about emergency situations.

**Adult Day Care** - Provides an organized program of services during the day in a community group setting for the purpose of supporting the personal independence of older adults and promoting their social, physical, and emotional well-being.

**Adult Day Health** - Provides an organized program of services during the day in a community group setting for the purpose of supporting the personal independence of older adults and promoting their social, physical, and emotional well-being. Adult Day Health must include healthcare services.

