



STRATEGIC PLAN

For the Fiscal Years Ending June 30, 2019 – June 30, 2022

Submitted July 1, 2018

Signed:

A handwritten signature in black ink that reads "Judy B. Taylor". The signature is written in a cursive style and is positioned above a horizontal line.

Judy B. Taylor, Administrator
Idaho Commission on Aging

MISSION

The Idaho Commission on Aging's mission is to lead system creation and network coordination to support Idahoans as they age.

VISION

Our vision is for Idahoans to have an informative, visible, reliable and easily accessible support system as they age.

VALUES

Consumer Focus

The individual needs, preferences and rights of the persons served are key to the design, implementation, and evaluation of programs and service delivery systems.

Best Business Decision

The Idaho Commission on Aging (ICOA) strives to evaluate available options and costs in light of its guiding principles to make the best business decisions while balancing customer priorities, best practices, standards of excellence, and budgetary guidelines.

Integrity

ICOA staff adheres to, and models professionalism based on integrity and ethical behavior. ICOA maintains an environment, which includes the use of high standards, sound judgment, and discretion in the decision-making process. ICOA serves as stewards of public resources and has systems to measure performance and promote accountability to the individuals we serve, the Legislature, other stakeholders and the general public.

Continual Improvement

ICOA is committed to achieving excellence in everything we do with an emphasis on discharging our responsibilities to the Older Americans Act, the Idaho Senior Services Act, and discretionary grant projects. We expect continual improvement in agency operations, activities and services. We will develop and implement innovative ideas and flexibly adapt based on outcomes. ICOA functions as a learning organization to support our role as a source of credible information.

Teamwork and Partnerships

ICOA collaborates with individuals, advocates with federal and state agencies, elected officials and the general public to maximum results. Employees foster a cooperative environment within and outside the agency that supports positive relationships.

Respect

ICOA staff honor the value, dignity, privacy, and individuality of staff members and the individuals we serve. Services are designed to support choice and empower consumers and families to achievable or desirable levels of independence.

KEY EXTERNAL FACTORS:

- State and Federal legislation can impact programs administered by the Idaho Commission on Aging.
- Additions or reductions in federal appropriations or program mandates are unpredictable and directly impact the activities and expenditure plans of the Commission.
- Expansion of the aging population increases the demand for aging services, which impacts the quantity and diversity of these services.

- The percentage of older Idahoans with chronic diseases place many at risk for early institutionalization.
- The availability of unpaid caregivers, local personal service vendors, and community level assisted living beds impact the percentage of older Idahoans able to age in place.
- Rising cost of living, and individual level of retirement savings, impact the affordability of independent community living.

OPERATING PHILOSOPHY

ICOA leads the planning, evaluation, administration, and ensures compliance of federally funded programs under the Older Americans Act (OAA) and state funded programs under the Idaho Senior Services Act (SSA). ICOA plans, coordinates, and promotes a statewide program of services designed to address the present and future needs of Idahoans, and coordinates opportunities for individuals to access private and public pay, long-term care, and support services. ICOA plays the lead role in designing the evolution of current programs to meet future needs. To discharge that duty effectively, Goal 1 of the strategic plan is to “support Idahoans to live independent and healthy lives in the communities of their choice” with a focus on caretakers and dementia capable services; Goal 2 is to “promote safety, self-determination and dignity for seniors and vulnerable adults” with an emphasis on improving Adult Protective Services (APS), and Goal 3 is to “champion an effective and efficient community-based aging service network” through building educational resources on aging issues.

STRATEGIC PLAN: GOALS, OBJECTIVES, STRATEGIES, PERFORMANCE MEASURES AND BENCHMARKS

ICOA’s Senior Services State Plan identifies Goals, Objectives and Strategies and sets the direction for senior services in Idaho. The six Area Agencies on Aging (AAAs) must base their local Area Plans on the ICOA State Plan, and identify local strategies to help meet those goals. In contrast, the strategic plan focuses on commission level activities that are larger than these localized plans, and represent projects requiring a state or national level of leadership. Both the state and strategic plan utilized demographic data from the 2010-2016 American Community Survey and Idaho’s Vital Statistics along with client demographics from management information system. ICOA also used the 2016 Needs Assessment prepared by Idaho State University, the Caregiver Needs and Respite Capacity Report, ADRC Assessment, the Senior Capacity Legal Assessment and the Idaho’s Lifespan Family Caregiver Action Plan to address long-term care service needs. All financial program data was collected by ICOA’s fiscal officer.

CYBERSECURITY UPDATE:

As a technology customer of the Office of Information Technology Services (ITS) in the Governor’s Office, we are using the cybersecurity systems and technical expertise in ITS to fulfill requirements related to Executive Order 2017-02. Staff from ITS briefed the NIST Core Framework, CIS Controls 1-5, and their plan for adoption of the NIST Cybersecurity Framework. We participate in DHR and ITS administered cybersecurity training, as awareness is a critical component of an effective cybersecurity program. As briefed by ITS staff, implementation of the CIS Controls 1-5 will be their responsibility for the systems they operate and, as technological tools applied to the computer systems, largely invisible to us as a customer. ITS is refining the cybersecurity incident response plan in support of our agency.

**Strategic Goal 1:
Support Older Idahoans to live independent and healthy lives in the communities of their choice.**

Strategic Objective	Performance Measures	Benchmark/Performance Targets
<p>A. Design, promote and coordinate caregiver services statewide.</p>	<p>Year 1 - SFY19 (Jul 2018 – Jun. 2019)</p> <ol style="list-style-type: none"> 1. Prioritize steps identified in Caregiver Action Plan. 2. Promote caregiver advisory council. 3. Provide access to caregiver resources and training through ICOA’s website. 4. Implement statewide caregiver education. 	<ol style="list-style-type: none"> 1. Implement identified steps and goals by 6/2019. 2. Maintain an active caregiver advisory council that meets semi-annually. 3. Update Caregiver resources and training materials on ICOA’s website quarterly. 4. AAAs include caregiver education projects in their annual budgets.
	<p>Year 2 - SFY20 (Jul 2019 – Jun. 2020)</p> <ol style="list-style-type: none"> 1. Prioritize steps identified in Caregiver Action Plan. 2. Promote caregiver advisory council. 3. Involve caregiver stakeholders. 4. Develop caregiver service delivery goals/strategies in the new Idaho Senior Services 2020 – 2024 State and local Area Plans. 5. Conduct advisory council satisfaction research. 6. Provide access to caregiver resources and training through ICOA’s website. 7. Implement statewide caregiver education. 	<ol style="list-style-type: none"> 1. Implement identified steps and goals by 6/2020. 2. Maintain an active caregiver advisory council that meets semi-annually. 3. Include at least one caregiver stakeholder on the state plan steering committee to provide guidance and feedback on the development of the State Plan by in SFY2020. 4. Submit State and Local Area Plans to the Administration for Community Living by 6/20/2020. 5. Prepare satisfaction survey and report to Commissioners by 6/20. 6. Update caregiver resources and training materials on ICOA’s website quarterly. 7. AAAs include caregiver education projects in their annual budgets.
	<p>Year 3 - SFY21 (Jul 2020 – Jun. 2021)</p> <ol style="list-style-type: none"> 1. Develop new caregiver service delivery model. 2. Promote caregiver advisory council. 3. Make caregiver changes needed in state code or rule. 4. Provide access to caregiver resources and training through ICOA’s website. 5. Implement statewide caregiver education. 	<ol style="list-style-type: none"> 1. Select model and develop implementation plan by 6/2021. 2. Maintain an active caregiver advisory council that meets semi-annually. 3. In the Dec. 2020 – Mar. 2021 legislative session present proposed caregiver changes to implement new service delivery model. 4. Update caregiver resources and training materials on ICOA’s website quarterly. 5. AAAs include caregiver education projects in their annual budgets.

	<p>Year 4 - SFY22 (Jul 2021 – Jun. 2022)</p> <ol style="list-style-type: none"> 1. Implement Caregiver service delivery model. 2. Promote caregiver advisory council. 3. Evaluate caregiver education and identify any service delivery improvements. 4. Provide access to caregiver resources and training through ICOA’s website. 5. Implement statewide caregiver education. 	<ol style="list-style-type: none"> 1. Implement new Caregiver service delivery model in SFY2022. 2. Maintain an active caregiver advisory council that meets semi-annually. 3. Prepare caregiver service delivery report; present to stakeholders, commissioners, and partners and post on website for public access. Additionally, develop action plan to identify improvements for SFY2023. 4. Update Caregiver resources and training materials on ICOA’s website quarterly. 5. AAAs include caregiver education projects in their annual budgets.
Strategic Objective	Performance Measures	Benchmark/Performance Targets
B. Establish and promote care transitions that focus on maintaining independence in the community.	<p>Year 1 - SFY19 (Jul 2018 – Jun. 2019)</p> <ol style="list-style-type: none"> 1. Establish relationships with stakeholders. 2. Provide access to care transition information, resources and training through ICOA’s website. 	<ol style="list-style-type: none"> 1. At least two AAAs incorporate Critical Access Hospital (CAH) as local focal points. 2. Update care transition resources and training materials on ICOA’s website quarterly.
	<p>Year 2 - SFY20 (Jul 2019 – Jun. 2020)</p> <ol style="list-style-type: none"> 1. Identify best practices. 2. Provide access to care transition information, resources and training through ICOA’s website. 	<ol style="list-style-type: none"> 1. Analyze effectiveness, set performance measures and develop as part of the new Idaho Senior Services 2020 – 2024 State and local Area Plans and submit to ACL by 6/2020. 2. Update care transition resources and training materials on ICOA’s website quarterly.
	<p>Year 3 - SFY21 (Jul 2020 – Jun. 2021)</p> <ol style="list-style-type: none"> 1. Provide access to care transition information, resources and training through ICOA’s website. 	<ol style="list-style-type: none"> 1. Update care transition resources and training materials on ICOA’s website semi-annually.
	<p>Year 4 - SFY22 (Jul 2021 – Jun. 2022)</p> <ol style="list-style-type: none"> 1. Provide access to care transition information, resources and training through ICOA’s website. 	<ol style="list-style-type: none"> 1. Update care transition resources and training materials on ICOA’s website quarterly.
Strategic Objective	Performance Measures	Benchmark/Performance Targets
C. Collaborate with agencies and health care professionals to improve access to and knowledge of reliable resources	<p>Year 1 - SFY19 (Jul 2018 – Jun. 2019)</p> <ol style="list-style-type: none"> 1. Coordinate with Health and Welfare to provide electronic access to ICOA services. 2. Increase awareness of “how and where” to access reliable service and support information for 	<ol style="list-style-type: none"> 1. Incorporate additional OAA and SSA services on LiveBetter website. 2. Update ICOA’s website and education gateway site at a minimum quarterly to ensure the most reliable information, education and training is accessible.

and supports.	<p>seniors and people with disabilities.</p> <p>3. Participate at health care professionals (HCP) information venues.</p>	<p>3. Identify and participate at least two HCP information opportunities to staff and setup a resource table.</p>
	<p>Year 2 - SFY20 (Jul 2019 – Jun. 2020)</p> <p>1. Analyze effectiveness of the access to information and training.</p> <p>2. Increase awareness of “how and where” to access reliable service and support information for seniors and people with disabilities.</p> <p>3. Participate at HCP information venues.</p>	<p>1. Evaluate effectiveness and develop goals and strategies as part of the Idaho Senior Services 2020 – 2024 State and Local Area Plans and submit to ACL by 6/2020.</p> <p>2. Update ICOA’s website and education gateway site at a minimum quarterly to ensure the most reliable information, education and training is accessible.</p> <p>3. Identify and participate at least two HCP information opportunities to staff and setup a resource table.</p>
	<p>Year 3 - SFY 21 (Jul 2020 – Jun. 2021)</p> <p>1. Increase awareness of “how and where” to access reliable service and support information for seniors and people with disabilities.</p> <p>2. Participate at HCP information venues.</p>	<p>1. Update ICOA’s website and education gateway site at a minimum quarterly to ensure the most reliable information, education and training is accessible.</p> <p>2. Identify and participate at least two HCP information opportunities to staff and setup a resource table.</p>
	<p>Year 4 - SFY22 (Jul 2021 – Jun. 2022)</p> <p>1. Evaluate outreach and education and identify areas for improvement.</p> <p>2. Increase awareness of “how and where” to access reliable service and support information for seniors and people with disabilities.</p> <p>3. Participate at HCP information venues.</p>	<p>1. By 6/2022, prepare outreach, education and training report, post on website and develop action plan to identify improvements for SFY2023.</p> <p>2. Update ICOA’s website and education gateway site at a minimum quarterly to ensure the most reliable information, education and training is accessible.</p> <p>3. Identify and provide resource tables in at least two HCP information opportunities.</p>
Strategic Objective	Performance Measures	Benchmark/Performance Targets
D. Engage in a wide range of activities to prevent early institutional placement.	<p>Year 1 - SFY19 (Jul 2018 – Jun. 2019)</p> <p>1. Identify types of activities/opportunities to collaborate with health care professionals: e.g. Link critical access hospital professionals with Area Agencies on Aging (AAAs).</p> <p>2. AAAs coordinate with health care</p>	<p>1. ICOA will connect each AAA to health care professionals to help develop collaborative projects.</p> <p>2. AAAs increase coordination efforts with healthcare professionals during state fiscal year 2019 to help prevent early institutional placement.</p>

		SFY2023.
Strategic Objective	Performance Measures	Benchmark/Performance Targets
F. Promote self-determination in OAA and Discretionary programs.	Year 1 – SFY19 (Jul 2018 – Jun. 2019) 1. Utilize deliverables of lifespan respite grant and ICOA’s ADRC goals (no-wrong door approach) to identify a service delivery model. 2. Provide stakeholder education and advocacy. 3. Provide public access to self-determination materials.	1. By 6/2019, work with network stakeholders to determine a feasible approach to implement self-determination. 2. Provide at least 5 opportunities to educate stakeholders about self-determination. 3. Update self-determination education and training materials on ICOA’s website quarterly.
	Year 2 - SFY20 (Jul 2019 – Jun. 2020) 1. Incorporate self-determination model in the development of new (SFY2021) State Plan. 2. Provide public access to self-determination materials.	1. Incorporate self-determination service model/s in the new Idaho Senior Services 2020 – 2024 State and Local Area Plans and submit to ACL by 6/2020. 2. Update self-determination education and training materials on ICOA’s website quarterly.
	Year 3 - SFY21 (Jul 2020 – Jun. 2021) 1. Implement self-determination model. 2. Provide public access to self-determination materials.	1. Implement self-determination model in OAA program/programs during SFY21. 2. Update self-determination education and training materials on ICOA’s website quarterly.
	Year 4 - SFY22 (Jul 2021 – Jun. 2022) 1. Evaluate self-determination service delivery efforts and identify areas for improvement. 2. Provide public access to self-determination materials.	1. By 6/2022, prepare report on self-determination model effectiveness; present to stakeholders, commissioners, and partners and post on website for public access. Additionally, develop action plan to identify improvements for SFY2023. 2. Update self-determination education and training materials on ICOA’s website quarterly.

Strategic Goal 2:

Promote safety, self-determination and dignity for seniors and vulnerable adults.

Strategic Objective	Performance Measures	Benchmark/Performance Targets
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<p>A. Adult Protection Services (APS) leads the development and implementation of the most effective APS delivery model that meets stakeholders' needs.</p>	<p>Year 1 - SFY19 (Jul 2018 – Jun. 2019)</p> <ol style="list-style-type: none"> 1. Implement public health model strategies and tasks. 2. Evaluate APS service delivery. 3. Monitor progress. 	<ol style="list-style-type: none"> 1. Prioritize strategies and implement public health model by 6/2019. 2. Prepare an APS delivery envisioning plan and present to commissioners by 6/2019. 3. Provide quarterly commission implementation report.
	<p>Year 2 - SFY20 (Jul 2019 – Jun. 2020)</p> <ol style="list-style-type: none"> 1. Propose legislative changes. 2. Incorporate collaborative projects in the development of new (SFY2021) State Plan. 3. Monitor progress. 	<ol style="list-style-type: none"> 1. Make APS legislative changes to IDAPA Rule and/or Code (follow legislative deadlines). 2. Invite at least one representative from APS stakeholder/advisory council to participate in the new Idaho Senior Services 2020 – 2024 State and Local Area Plans and submit to ACL by 6/2020. 3. Provide quarterly updates to ICOA Commissioners.
	<p>Year 3 - SFY 21 (Jul 2020 – Jun. 2021)</p> <ol style="list-style-type: none"> 1. Improve APS service delivery. 2. Monitor progress. 	<ol style="list-style-type: none"> 1. Implement APS system improvements identified in new State Plan by 6/2021. 2. Provide quarterly updates to the Commissioners.
	<p>Year 4 - SFY22 (Jul 2021 – Jun. 2022)</p> <ol style="list-style-type: none"> 1. Evaluate the effectiveness of the APS model that was chosen and identify area for improvement. 	<ol style="list-style-type: none"> 1. By 6/2022, prepare Adult Protection report; present to stakeholders, commissioners, and partners and post on website for public access. Additionally, develop action plan to identify improvements for SFY2023.
<p>Strategic Objective</p>	<p>Performance Measures</p>	<p>Benchmark/Performance Targets</p>

<p>B. Serve as statewide advocate and advisory body related to Adult protection issues.</p>	<p>Year 1 - SFY 19 (Jul 2018 – Jun. 2019)</p> <ol style="list-style-type: none"> 1. Inform stakeholder group of vulnerable adult safety issues. 2. Promote APS Advisory Council. 3. Monitor APS issues, concerns, and resolutions. 4. Advance APS electronic learning (e-learning) lessons. 5. Provide outreach education. 6. Provide access to Adult Protection resources and training through ICOA’s website. 	<ol style="list-style-type: none"> 1. Maintain stakeholder group and develop/attend a minimum of six meetings to address vulnerable adult safety issues by 6/2019. 2. Maintain an active APS advisory council that meets semi-annually. 3. Provide quarterly updates on APS issues, concerns and resolutions to Commissioners at their quarterly meeting. 4. Continue to develop APS e-learning lessons. Develop/edit/revise a minimum of six lessons by 6/2019. 5. Provide six external education sessions by 6/2019. 6. Update Adult Protection resources and training materials on ICOA’s website quarterly.
	<p>Year 2 - SFY20 (Jul 2019 – Jun. 2020)</p> <ol style="list-style-type: none"> 1. Inform stakeholder group of vulnerable adult safety issues. 2. Promote APS advisory council. 3. Monitor APS issues, concerns, and resolutions. 4. Advance APS electronic learning (e-learning) lessons. 5. Provide outreach education. 6. Conduct advisory council satisfaction research. 7. Incorporate APS goals and strategies in the development of new (SFY2021) State Plan. 8. Provide access to Adult Protection resources and training through ICOA’s website. 	<ol style="list-style-type: none"> 1. Maintain stakeholder group and develop/attend a minimum of six meetings to address vulnerable adult safety issues by 6/2020. 2. Maintain an active APS advisory council. 3. Provide quarterly updates on APS issues, concerns and resolutions to Commissioners at their quarterly meeting. 4. Continue to develop APS e-learning lessons. Develop/edit/revise a minimum of six lessons by 6/2020. 5. Provide six external education sessions by 6/2020. 6. Prepare advisory council satisfaction survey and report to Commissioners by 6/2020. 7. Work with stakeholders and advisory council to include APS goals and strategies in the new Idaho Senior Services 2020 – 2024 State and Local Area Plans and submit to ACL by 6/2020. 8. Update Adult Protection resources and training materials on ICOA’s website quarterly.
	<p>Year 3 - SFY21 (Jul 2020 – Jun. 2021)</p> <ol style="list-style-type: none"> 1. Inform stakeholder group of 	<ol style="list-style-type: none"> 1. Maintain stakeholder group and

	<p>vulnerable adult safety issues.</p> <ol style="list-style-type: none"> 2. Promote APS advisory council. 3. Monitor APS issues, concerns, and resolutions. 4. Advance APS electronic learning (e-learning) lessons. 5. Provide outreach education. 6. Provide access to Adult Protection resources and training through ICOA’s website. 	<p>develop/attend a minimum of six meetings to address vulnerable adult safety issues by 6/2021.</p> <ol style="list-style-type: none"> 2. Maintain an active APS advisory council during SFY21. 3. Provide quarterly updates on APS issues, concerns and resolutions to Commissioners at their quarterly meeting. 4. Continue to develop APS e-learning lessons. Develop/edit/revise a minimum of six lessons by 6/2021. 5. Provide six external education sessions by 6/2021. 6. Update Adult Protection resources and training materials on ICOA’s website quarterly.
	<p>Year 4 - SFY22 (Jul 2021 – Jun. 2022)</p> <ol style="list-style-type: none"> 1. Inform stakeholder group of vulnerable adult safety issues. 2. Promote APS advisory council. 3. Monitor APS issues, concerns, and resolutions. 4. Advance APS electronic learning (e-learning) lessons. 5. Provide outreach education. 6. Evaluate the effectiveness of the APS advocacy and advisory council and identify areas for improvement. 7. Provide access to Adult Protection resources and training through ICOA’s website. 	<ol style="list-style-type: none"> 1. Maintain stakeholder group and develop/attend a minimum of six meetings to address vulnerable adult safety issues by 6/2022. 2. Maintain an active APS advisory council. 3. Provide quarterly updates on APS issues, concerns and resolutions to Commissioners at their quarterly meeting. 4. Continue to develop APS e-learning lessons. Develop/edit/revise a minimum of six lessons by 6/2022. 5. Provide six external education sessions by 6/2022. 6. By 6/2022, develop action plan to implement improvements in SFY2023. 7. Update Adult Protection resources and training materials on ICOA’s website quarterly.
Strategic Objective	Performance Measures	Benchmark/Performance Targets

<p>C. Ombudsman conforms to federal and state law and meets stakeholder needs.</p>	<p>Year 1 - SFY19 (Jul 2018 – Jun. 2019)</p> <ol style="list-style-type: none"> 1. Utilize existing state and local groups and committees to analyze opportunities for program improvements. 2. Develop improvement plan strategies and tasks. 3. Monitor Ombudsman issues, concerns, and resolutions. 4. Develop Ombudsman internal education. 5. Provide outreach education. 6. Develop formal Ombudsman handoff plan for new State Ombudsman. 7. Provide access to Ombudsman resources and training through ICOA’s website. 	<ol style="list-style-type: none"> 1. Each local Ombudsman will schedule a minimum of 12 meetings (six at nursing homes and six at assisted living facilities) annually with resident councils. The statewide Ombudsman will meet with a minimum of two providers (one nursing home and one assisted living) in each of the six planning and service areas for a total of 12 meetings per year. 2. Prioritize strategies and implement improvement plan by 6/2019. 3. Provide quarterly updates on Ombudsman issues, concerns and resolutions to Commissioners at their quarterly meeting. 4. Develop/edit/revise a minimum of six (e-learning) Ombudsman lessons by 6/2019. 5. Provide 10 external education sessions by 6/2019. 6. Ombudsman Plan is written and formalized during SFY2019. 7. Update Ombudsman resources and training materials on ICOA’s website quarterly.
	<p>Year 2 - SFY20 (Jul 2019 – Jun. 2020)</p> <ol style="list-style-type: none"> 1. Utilize existing state and local groups and committees to analyze opportunities for program improvements. 2. Promote Ombudsman Advisory Council. 3. Monitor Ombudsman issues, concerns, and resolutions. 4. Advance Ombudsman internal education. 5. Provide outreach education. 6. Conduct advisory council satisfaction research. 7. Hire new State Ombudsman and implement plan developed in SFY19. 8. Incorporate Ombudsman goals and strategies in the development of new (SFY2021) State Plan. 9. Provide access to Ombudsman resources and training through ICOA’s website. 	<ol style="list-style-type: none"> 1. Each local Ombudsman will schedule a minimum of 12 meetings (six at nursing homes and six at assisted living facilities) annually with resident councils. The statewide Ombudsman will meet with a minimum of two providers (one nursing home and one assisted living) in each of the six planning and service areas for a total of 12 meetings per year. 2. Utilize Ombudsman advisory council to help plan, coordinate, collaborate, identify issues, and recommend resolutions: meet semi-annually. 3. Provide quarterly updates on Ombudsman issues, concerns and resolutions to Commissioners at their quarterly meeting. 4. Develop/edit/revise a minimum of six (e-learning) Ombudsman lessons by 6/2020. 5. Provide six external education sessions by 6/2020.

		<ol style="list-style-type: none"> 6. Prepare advisory council satisfaction survey and report to Commissioners by 6/2020. 7. Ombudsman is selected, trained and hired during SFY2020. 8. Work with stakeholders and advisory council to include Ombudsman goals and strategies in the new Idaho Senior Services 2020 – 2024 State and Local Area Plans and submit to ACL by 6/2020. 9. Update Omb. resources and training materials on ICOA’s website quarterly.
	<p>Year 3 - SFY21 (Jul 2020 – Jun. 2021)</p> <ol style="list-style-type: none"> 1. Utilize existing state and local groups and committees to analyze opportunities for program improvements. 2. Promote Ombudsman Advisory Council. 3. Monitor Ombudsman issues, concerns, and resolutions. 4. Advance Ombudsman internal education. 5. Provide outreach education. 6. Provide access to Ombudsman resources and training through ICOA’s website. 	<ol style="list-style-type: none"> 1. Each local Ombudsman will schedule a minimum of 12 meetings (six at nursing homes and six at assisted living facilities) annually with resident councils. The statewide Ombudsman will meet with a minimum of two providers (one nursing home and one assisted living) in each of the six planning and service areas for a total of 12 meetings per year. 2. Utilize Ombudsman advisory council to help plan, coordinate, collaborate, identify issues, and recommend resolutions: meet semi-annually. 3. Provide quarterly updates on Ombudsman issues, concerns and resolutions to Commissioners at their quarterly meeting. 4. Develop/edit/revise a minimum of six (e-learning) Ombudsman lessons by 6/2021. 5. Provide six external education sessions by 6/2021. 6. Update Ombudsman resources and training materials on ICOA’s website quarterly.
	<p>Year 4 - SFY22 (Jul 2021 – Jun. 2022)</p> <ol style="list-style-type: none"> 1. Utilize existing state and local groups and committees to analyze opportunities for program improvements. 2. Promote Ombudsman Advisory Council. 3. Monitor Ombudsman issues, concerns, and resolutions. 4. Advance Ombudsman internal education. 	<ol style="list-style-type: none"> 1. Each local Ombudsman will schedule a minimum of 12 meetings (six at nursing homes and six at assisted living facilities) annually with resident councils. The statewide Ombudsman will meet with a minimum of two providers (one nursing home and one assisted living) in each of the six planning and service areas for a total of 12 meetings per year. 2. Utilize Ombudsman advisory council to

	<ol style="list-style-type: none"> 5. Provide outreach education. 6. Evaluate the effectiveness of the Ombudsman advocacy and advisory council and identify areas for improvement. 7. Provide access to Ombudsman resources and training through ICOA's website. 	<p>help plan, coordinate, collaborate, identify issues, and recommend resolutions: meet semi-annually.</p> <ol style="list-style-type: none"> 3. Provide quarterly updates on Ombudsman issues, concerns and resolutions to Commissioners at their quarterly meeting. 4. Develop/edit/revise a minimum of six (e-learning) Ombudsman lessons by 6/2022. 5. Provide six external education sessions by 6/2022. 6. By 6/2022, develop action plan to implement improvements in SFY2023. 7. Update Ombudsman resources and training materials on ICOA's website quarterly.
Strategic Objective	Performance Measures	Benchmark/Performance Targets
D. Represent older Idahoans' concerns related to Opioid crisis.	<p>Year 1 - SFY19 (Jul 2018 – Jun. 2019)</p> <ol style="list-style-type: none"> 1. Research issues/information/opportunities related to elder issues in Idaho regarding opioid crisis: suicide prevention, Grandparents raising Grandchildren, chronic disease self-management and medication safety. 2. Research materials and resources pertaining to opioid abuse/misuse, medication safety, suicide prevention, chronic disease self-management programs and other pertinent information. 3. Provide representation of elders and caregivers on the Idaho Suicide Prevention Council. 	<ol style="list-style-type: none"> 1. Propose issues/information/opportunities by 6/2019. 2. Propose materials and resources for dissemination by 6/2019. 3. Participate in the Idaho Suicide Prevention Council quarterly.
	<p>Year 2 - SFY20 (Jul 2019 – Jun. 2020)</p> <ol style="list-style-type: none"> 1. Identify issues/information/opportunities related to elder issues in Idaho regarding opioid crisis: suicide prevention, Grandparents raising Grandchildren, chronic disease self-management and medication safety. 2. Provide representation of elders and caregivers on the Idaho 	<ol style="list-style-type: none"> 1. Participate/collaborate in pertinent state efforts yearly. 2. Participate in the Idaho Suicide Prevention Council quarterly. 3. Update pertinent information on ICOA website quarterly. 4. Disseminate materials and resources to community partners and AAAs twice yearly.

	<p>Suicide Prevention Council.</p> <ol style="list-style-type: none"> 3. Provide access to materials and resources pertaining to opioid abuse/misuse, medication safety, suicide prevention, chronic disease self-management programs and other pertinent information on the ICOA website. 4. Increase awareness of Idaho’s concerns related to opioid crisis, suicide prevention, medication safety, pain control and chronic disease self-management programs. 	
	<p>Year 3 - SFY21 (Jul 2020 – Jun. 2021)</p> <ol style="list-style-type: none"> 1. Increase awareness of issues/information/opportunities related to elder issues in Idaho regarding opioid crisis: suicide prevention, Grandparents raising Grandchildren, chronic disease self-management and medication safety. 2. Provide representation of elders and caregivers on the Idaho Suicide Prevention Council. 3. Provide access to materials and resources pertaining to opioid abuse/misuse, medication safety, suicide prevention, chronic disease self-management programs and other pertinent information on the ICOA website. 4. Increase awareness of Idaho’s concerns related to opioid crisis, suicide prevention, medication safety, pain control and chronic disease self-management programs. 	<ol style="list-style-type: none"> 1. Participate/collaborate in pertinent state efforts yearly. 2. Participate in the Idaho Suicide Prevention Council quarterly. 3. Update pertinent information on ICOA website quarterly. 4. Disseminate materials and resources to community partners and AAAs twice yearly.
	<p>Year 4 - SFY22 (Jul 2021 – Jun. 2022)</p> <ol style="list-style-type: none"> 1. Increase awareness of issues/information/opportunities related to elder issues in Idaho regarding opioid crisis: suicide prevention, Grandparents raising Grandchildren, chronic disease self-management and medication safety. 2. Provide representation of elders 	<ol style="list-style-type: none"> 1. Participate/collaborate in pertinent state efforts yearly. 2. Participate in the Idaho Suicide Prevention Council quarterly. 3. Update pertinent information on ICOA website quarterly. 4. Disseminate materials and resources to community partners and AAAs twice yearly.

	<p>and caregivers on the Idaho Suicide Prevention Council.</p> <ol style="list-style-type: none">3. Provide access to materials and resources pertaining to opioid abuse/misuse, medication safety, suicide prevention, chronic disease self-management programs and other pertinent information on the ICOA website.4. Increase awareness of Idaho's concerns related to opioid crisis, suicide prevention, medication safety, pain control and chronic disease self-management programs.	
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Strategic Goal 3:

Champion an effective and efficient community-based aging service network.

Strategic Objective	Performance Measures	Performance Targets
<p>A. Establish ICOA as the center of excellence for resources related to aging in place.</p>	<p>Year 1 - SFY19 (Jul 2018 – Jun. 2019)</p> <ol style="list-style-type: none"> 1. Advance E-learning lessons. 2. Conduct satisfaction research. 3. Develop ICOA’s website as trusted source to access information. 4. Resource table at public venue. 	<ol style="list-style-type: none"> 1. Develop/edit/revise two (e-learning) lessons annually. 2. Prepare satisfaction survey and report to Commissioners by 6/2019. 3. Update resources and training materials on ICOA’s website quarterly. 4. Vendor presence at two public events
	<p>Year 2 - SFY20 (Jul 2019 – Jun. 2020)</p> <ol style="list-style-type: none"> 1. Advance E-learning lessons. 2. Set up discussion boards. 3. Conduct satisfaction research. 4. Maintain website. 5. Incorporate “ICOA as the center of excellence” in goals and strategies in the development of new (SFY2021) State Plan. 6. Develop ICOA’s website as trusted source to access information. 	<ol style="list-style-type: none"> 1. Develop/edit/revise a minimum of two (e-learning) lessons by 6/2020. 2. Develop expertise to moderate discussion boards and provide four topical boards in use by 6/2020. 3. Prepare satisfaction survey and report to Commissioners by 6/2020. 4. Quarterly updates to website content. 5. Work with stakeholders and advisory councils, Commissioners and ICOA to include “ICOA as the center of excellence” in the goals and strategies in the new Idaho Senior Services 2020 – 2024 State and Local Area Plans and submit to ACL by 6/2020. 6. Update resources and training materials on ICOA’s website quarterly.
	<p>Year 3 - SFY21 (Jul 2020 – Jun. 2021)</p> <ol style="list-style-type: none"> 1. Advance E-learning lessons. 2. Maintain discussion boards. 3. Analyze effectiveness of e-learning and discussion boards. 4. Develop ICOA’s website as trusted source to access information. 	<ol style="list-style-type: none"> 1. Develop/edit/revise a minimum of two (e-learning) lessons by 6/2021. 2. Develop expertise to moderate discussion boards and provide four topical boards in use by 6/2021. 3. Perform satisfaction and gap analysis of education system and report to commissioners by 6/2021. 4. Update resources and training materials on ICOA’s website quarterly.
	<p>Year 4 - SFY22 (Jul 2021 – Jun. 2022)</p> <ol style="list-style-type: none"> 1. Advance E-learning lessons. 2. Maintain discussion boards. 3. Analyze effectiveness of e-learning and discussion boards. 4. Develop ICOA’s website as trusted 	<ol style="list-style-type: none"> 1. Develop/edit/revise a minimum of two (e-learning) lessons by 6/2022. 2. Develop expertise to moderate discussion boards and provide four topical boards in use by 6/2022.

	<p>source to access information.</p> <p>5. Evaluate the effectiveness of website and materials and identify areas for improvement.</p>	<p>3. Perform satisfaction and gap analysis of education system and report to commissioners by 6/2022.</p> <p>4. Update resources and training materials on ICOA's website quarterly.</p> <p>5. By 6/2022, develop action plan to implement improvements in SFY2023.</p>
Strategic Objective	Performance Measures	Benchmark/Performance Targets
B. Design, promote and evaluate activities to increase dementia capabilities in Idaho's aging network.	<p>Year 1 - SFY19 (Jul 2018 – Jun. 2019)</p> <p>1. Develop Dementia Capable State Plan.</p> <p>2. Participate in statewide efforts to understand dementia capability needs.</p> <p>3. Include Dementia Capable resources and education on website.</p>	<p>1. Create Dementia Capable State Plan and present it to the Commissioners and post on website by 6/2019.</p> <p>2. Attend at a minimum of six planning and develop meetings with stakeholders during SFY2019.</p> <p>3. Update Dementia Capable resources and education on website quarterly.</p>
	<p>Year 2 - SFY20 (Jul 2019 – Jun. 2020)</p> <p>1. Lead plan implementation.</p> <p>2. Participate in statewide efforts to understand dementia capability needs.</p> <p>3. Incorporate Dementia Capability in goals and strategies in the development of new (SFY2021) State Plan.</p> <p>4. Include Dementia Capable resources and education on website.</p>	<p>1. Implement, at a minimum, three priorities in the Dementia Capable plan by 6/2020.</p> <p>2. Attend at a minimum of six planning and develop meetings with stakeholders during SFY2020.</p> <p>3. Work with stakeholders and advisory councils, Commissioners and ICOA to include Dementia Capable planning in the goals and strategies in the new Idaho Senior Services 2020 – 2024 State and Local Area Plans and submit to ACL by 6/2020.</p> <p>4. Update Dementia Capable resources and education on website quarterly.</p>
	<p>Year 3 - SFY21 (Jul 2020 – Jun. 2021)</p> <p>1. Lead implementation of plan.</p> <p>2. Participate in statewide efforts to understand dementia capability needs.</p> <p>3. Include Dementia Capable resources and education on website.</p>	<p>1. Conduct and report to ICOA Commissioners by 6/21.</p> <p>2. Attend at a minimum of six planning and develop meetings with stakeholders during SFY2021.</p> <p>3. Update Dementia Capable resources and education on website quarterly.</p>
	<p>Year 4 - SFY 22 (Jul 2021 – Jun. 2022)</p> <p>1. Participate in statewide efforts to understand dementia capability needs.</p> <p>2. Include Dementia Capable resources and education on website.</p>	<p>1. Attend at a minimum of six planning and develop meetings with stakeholders during SFY2022.</p> <p>2. Update Dementia Capable resources and education on website quarterly.</p> <p>3. By 6/2022, develop action plan to</p>

	3. Evaluate the effectiveness of Dementia Capable activities, coordination and materials and identify areas for improvement.	implement improvements in SFY2023.
Strategic Objective	Performance Measures	Benchmark/Performance Targets
C. Leadership – invest in Commissioners as local aging experts.	Year 1 - SFY19 (Jul 2018 – Jun. 2019) 1. Provide education on aging issues.	1. Provide six commissioner education opportunities per year.
	Year 2 - SFY20 (Jul 2019 – Jun. 2020) 1. Provide education on aging issues. 2. Involve Commissioners in development of State Plan.	1. Provide six commissioner education opportunities per year. 2. At each Commissioners meeting, provide SFY 2021 State Plan development update.
	Year 3 - SFY21 (Jul 2020 – Jun. 2021) 1. Provide education on aging issues. 2. Comment on the ongoing implementation of the State Plan.	1. Provide six commissioner education opportunities per year. 2. ICOA staff provides State Plan implementation progress at each commissioner’s meeting.
	Year 4 - SFY22 (Jul 2021 – Jun. 2022) 1. Provide education on aging issues. 2. Ongoing evaluation of the State Plan implementation.	1. Provide six commissioner education opportunities per year. 2. ICOA staff provides State Plan implementation progress for each commissioner’s meeting.
Strategic Objective	Performance Measures	Benchmark/Performance Targets
D. State Plan Development.	Year 1: - SFY19 (Jul 2018 – Jun. 2019) 1. Make service delivery performance accessible to public. 2. Track State Plan progress. 3. Obtain broad representation to promote highest quality of state plan process. 4. Develop a new concurrent State and local Planning process. 5. Identify operating funding to complete a state and local aging services needs assessment.	1. Provide Current (2016 – 2020) State Plan updates on Website by Oct. 15 th of each year. 2. Provide Current (2016 – 2020) State Plan progress updates at quarterly Commissioners meetings. 3. Identify/add stakeholders to help identify specific gaps and services needs to be included in the development of the State Plan. 4. New State and Local Plan process is established and formalized by 6/2019. 5. Complete a state and local needs assessment by 6/2019.
	Year 2: - SFY20 (Jul 2019 – Jun. 2020) 1. Make service delivery performance accessible to public. 2. Provide updates on new (2020 -	1. Provide Current (SFY 17-SFY20) State Plan updates on Website by Oct. 15 th of each year.

	<p>changes.</p> <p>4. Identify statute and rule changes in new (SFY21) State Plan.</p>	<p>3. Submit Legislative ideas by August of each year and Administrative Rule Forms submitted by June through the Attorney General's Office.</p> <p>4. Incorporate legislative change priorities in new (SFY21) State Plan and submit to ACL by 6/30/2020.</p>
	<p>Year 3: - SFY21 (Jul 2020 – Jun. 2021)</p> <p>1. Promote stakeholder involvement.</p> <p>2. Provide progress updates.</p> <p>3. Revise and promulgate rule changes.</p>	<p>1. Engage in stakeholder feedback for statute and rule changes.</p> <p>2. Provide updates to Commissioners at their quarterly meetings.</p> <p>3. Submit Legislative ideas by August of each year and Administrative Rule Forms submitted by June through the Attorney General's Office.</p>
	<p>Year 4 - SFY22 (Jul 2021 – Jun. 2022)</p> <p>1. Promote stakeholder involvement.</p> <p>2. Provide progress updates.</p> <p>3. Revise and promulgate rule changes.</p>	<p>1. Engage in stakeholder feedback for statute and rule changes.</p> <p>2. Provide updates to Commissioners at their quarterly meetings.</p> <p>3. Submit Legislative ideas by August of each year and Administrative Rule Forms submitted by June through the Attorney General's Office.</p>
Strategic Objective	Performance Measures	Benchmark/Performance Targets
<p>F. Maximize State resource investment through collaboration and information sharing.</p>	<p>Year 1 - SFY19 (Jul 2018 – Jun. 2019)</p> <p>1. Analyze consumers, friends, family, community based organizations and stakeholders long term care data.</p> <p>2. Provide progress updates.</p> <p>3. Research data taxonomy that promote data sharing and consumer direction.</p> <p>4. Provide updates to the germane State and Federal elected officials.</p>	<p>1. Develop and implement a performance based marketing plan to build awareness of long term care services and supports by engaging consumers, educating caregivers, and engaging influencers by 6/2019.</p> <p>2. Provide updates to Commissioners at their quarterly meetings.</p> <p>3. Propose taxonomy based on research including key stakeholder input by 6/2019.</p> <p>4. Provide updates to the germane State and Federal elected officials two times a year.</p>
	<p>Year 2 - SFY20 (Jul 2019 – Jun. 2020)</p> <p>1. Analyze consumers, friends, family, community based organizations and stakeholders long term care data.</p> <p>2. Provide progress updates.</p> <p>3. Create implementation plan that</p>	<p>1. Continue the implementation of the marketing plan and increase the activities and partners in SFY20 needed to increase awareness on long term care services and supports by engaging consumers, educating caregivers, and</p>

	<p>identifies goals, timelines and necessary resources.</p> <ol style="list-style-type: none"> 4. Provide updates to the germane State and Federal elected officials. 	<p>engaging influencers.</p> <ol style="list-style-type: none"> 2. Provide updates to Commissioners at their quarterly meetings. 3. Implement and train staff and key partners. 4. Provide updates to the germane State and Federal elected officials two times a year.
	<p>Year 3 - SFY 21 (Jul 2020 – Jun. 2021)</p> <ol style="list-style-type: none"> 1. Identify Key Performance Indicators. 2. Analyze consumers, friends, family, community based organizations and stakeholders long term care data. 3. Provide progress updates. 4. Provide updates to the germane State and Federal elected officials. 	<ol style="list-style-type: none"> 1. Evaluate the success of the marketing outreach through defined key performance indicators and surveys. 2. Continue the implementation of the marketing plan and increase the activities and partners in SFY21 needed to increase awareness on long term care services and supports by engaging consumers, educating caregivers, and engaging influencers. 3. Provide updates to Commissioners at their quarterly meetings. 4. Provide updates to the germane State and Federal elected officials two times a year.
	<p>Year 4 - SFY 22 (Jul 2021 – Jun. 2022)</p> <ol style="list-style-type: none"> 1. Identify Key Performance Indicators. 2. Analyze consumers, friends, family, community based organizations and stakeholders long term care data. 3. Provide progress updates. 4. Provide updates to the germane State and Federal elected officials. 	<ol style="list-style-type: none"> 1. Evaluate the success of the marketing outreach through defined key performance indicators and surveys. 2. Continue the implementation of the marketing plan and increase the activities and partners in SFY22 needed to increase awareness on long term care services and supports by engaging consumers, educating caregivers, and engaging influencers. 3. Provide updates to Commissioners at their quarterly meetings. 4. Provide updates to the germane State and Federal elected officials two times a year.

Strategic Objective	Performance Measures	Benchmark/Performance Targets
G. Develop ICOA staff as leaders in aging issues through focusing on staff development, training and education.	Year 1 - SFY 19 (Jul 2018 – Jun. 2019) 1. Provide staff training. 2. Develop staff skills. 3. Inform peers.	1. Staff will participate in state/national training events specific to their program. 2. Provide public presentation training to staff. 3. Staff will provide peer to peer presentations concerning unfolding issues in their program areas.
	Year 2 - SFY 20 (Jul 2019 – Jun. 2020) 1. Provide staff training. 2. Develop staff skills. Inform peers. 3. Inform Peers.	1. Staff will participate in state/national training events specific to their program. 2. Provide public presentation training to staff. 3. Staff will provide peer to peer presentations concerning unfolding issues in their program areas.
	Year 3 - SFY 21 (Jul 2020 – Jun. 2021) 1. Provide staff training. 2. Develop staff skills. 3. Inform peers.	1. Staff will participate in state/national training events specific to their program. 2. Provide public presentation training to staff. 3. Staff will provide peer to peer presentations concerning unfolding issues in their program areas.
	Year 4 - SFY 22 (Jul 2021 – Jun. 2022) 1. Provide staff training. 2. Develop staff skills. 3. Inform peers.	1. Staff will participate in state/national training events specific to their program. 2. Provide public presentation training to staff. 3. Staff will provide peer to peer presentations concerning unfolding issues in their program areas.