



STRATEGIC PLAN

For the Fiscal Years Ending June 30, 2021 – June 30, 2024

Submitted August 28, 2020

Signed:

A handwritten signature in blue 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

Idaho Commission on Aging

Mission

Lead system creation and network coordination to support Idahoans as they age.

Vision

Idahoans have an informative, visible, reliable and accessible support system as they age.

Values

- **Consumer Focus** – *responsive, self-determination*
- **Best Business Decision** – *cost effective, sustainable*
- **Integrity** – *transparency, courage, accountability*
- **Continual Improvement** – *proactive, evidence based*
- **Teamwork and Partnerships** – *advocacy, optimism*
- **Respect** – *culturally appropriate, voice and choice*

KEY EXTERNAL FACTORS:

- State and Federal legislation can impact programs administered by the Idaho Commission on Aging (ICOA).
- 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.
- The increased percentage of older Idahoans will drive increases in Alzheimer's and related dementias.
- Natural or man-made incidents including pandemics such as COVID-19

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 supporting family caregivers and creating 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 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, this 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 2014-2018 American Community Survey and Idaho's Vital Statistics along with client demographics from the ICOA management information system. ICOA also used the 2019 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 were briefed on 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, working through the multi-agency Incident Response Task Force, has developed an Incident Response Program in support of our agency.

RED TAPE REDUCTION ACT IMPLEMENTATION

The process of modifying ICOA IDAPA rules began with the 2018 legislature and the updating of the Long-Term Care Ombudsman program. In 2019, ICOA updated Adult Protective Services Statutes. Then, in January of 2019, Governor Little announced Executive Order Number 2019-02, The Red Tape Reduction Act. At that time, the ICOA began to design, plan, and implement a complete review, analysis, and update to IDAPA rules on an accelerated time frame to meet the objectives of the Red Tap Reduction Act in conjunction with stakeholders. In March 2020, ICOAs updated rules became permanent through the legislative process.

The ICOA has developed an external rule review process to gather direct input and commentary from the Area Agencies on Aging and the ICOA Commissioners. In addition, as required, the ICOA will post all rules changes online for public input and comment.

ICOA IDAPA rules work in conjunction with a larger conceptual framework and instrument hierarchy including: State and Federal Statutes, the ICOA Program Manual, ICOA Contracts, and the ICOA Management Information System. Together this system provides guidance and oversight to ICOA's contractual aging network.

Strategic Goal 1:

Support Older Idahoans to live independent and healthy lives in the communities of their choice.

Objectives:

1. Lead the state in activities to prevent early institutional placement.
 - a. Facilitate caregiver resiliency.
 - b. Increase awareness of long-term services and supports in lieu of institutional placement.
 - c. Promote consumer direction.
 - d. Engage consumers around successful aging.
2. Maximize resources through collaboration and information sharing.
 - a. Coordinate with no-wrong-door network partners.
 - b. Collaborate with health care professionals.
 - c. Establish and promote relationships with Critical Access Hospitals (CAHs).
3. Increase dementia capabilities in Idaho's aging network.
 - a. Create Dementia Capable tools and training.
 - b. Establish ICOA's website as a reliable information, training, and education resource.

Performance Measure	Benchmark
Develop annual Caregiver program improvement plan with stakeholder input.	Implement two Caregiver program improvements annually.
Develop annual Respite program improvement plan with stakeholder input.	Implement two Respite program improvements annually.
Identify information needed for successful aging.	Provide three awareness campaigns on social media.
Provide education, outreach, and develop relationships with transition planners	Meet with at least six transitional planners across the State
Develop annual Dementia Capable program improvement plans with stakeholder input.	Implement two Dementia Capable program improvements annually.
Develop annual social media improvement plan with stakeholder input.	Implement two social media improvements annually.
Implement consumer directed program.	Implement a consumer directed program in three AAAs.

Strategic Goal 2:

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

Objectives:

1. Identify safety trends negatively impacting seniors in Idaho.
 - a. Represent interests of older Idahoans related to opioid issues.
 - b. Represent interests of older Idahoans related to suicide issues.
 - c. Represent interests of older Idahoans related to mental health.
 - d. Represent interests of older Idahoans related to unwarranted or over-reaching guardian and conservatorships.
2. Lead the state in activities to increase protective factors/safety for vulnerable adults.
 - a. Identify optimal Adult Protective Services model.
 - b. Include supportive decision making as a component in existing senior service delivery models.
 - c. Facilitate community involvement including employment.
 - d. Increase client centered planning opportunities.
 - e. Promote social isolation and loneliness prevention education and awareness
3. Advocate for the rights of seniors who are in assisted living and skilled nursing facilities.
 - a. Maintain visibility in local licensed facilities.
 - b. Increase quality of resident experience.
 - c. Facilitate excellence in the direct care workforce.

Performance Measure	Benchmark
Provide representation on the Idaho Suicide Prevention Council.	Attend three of four Suicide Prevention Council meetings in SFY21.
Participate in Supreme Court guardianship and conservatorship committee.	Attend three of four meetings in SFY21.
Attend the Opioid and Substance Use Disorder Advisory Group bimonthly meetings	Attend four of six meetings in SFY21.
Develop annual Legal Aid program improvement plans with stakeholder input.	Implement two Legal Aid program improvements annually.
Develop annual SMP/MIPPA program improvement plan with stakeholder input.	Implement two SMP/MIPPA program improvements annually.
Develop annual Transportation program improvement plan with stakeholder input.	Implement two Transportation program improvements annually.
Develop annual Senior Community Service Employment Program improvement plan with stakeholder input.	Implement two Senior Community Employment Program improvements annually.
Develop annual Adult Protective Services program improvement plan with stakeholder input.	Implement two Adult Protective Services program improvements annually.
Develop annual Ombudsman program improvement plan with stakeholder input.	Implement two Ombudsman program improvements annually.

Promote resident council influence for facility staff and administration.	The local Ombudsman programs will participate in a minimum of thirty-six resident council meetings statewide annually.
Provide educational presentations.	Each local Ombudsman will provide a minimum of six educational presentations.
Develop social isolation and loneliness program	Provide two outreach, marketing, and/or education events to promote the program

Strategic Goal 3:

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

Objectives:

1. Establish ICOA as the center of excellence.
 - a. Invest in Commissioners as local aging experts.
 - b. Develop ICOA staff expertise.
 - c. Promote excellence in leadership skills and business acumen for AAA Directors.
2. Facilitate accurate and complete state plan development.
 - a. Promulgate statute and rules to support effective operations.
 - b. Implement process improvements to support evolving program needs.
 - c. Manage Older Americans Act and Idaho Senior Service Act compliance.
 - d. Collect comparative Census and service delivery data.
3. Promote public trust in the Commission.
 - a. Increase presence at community events.
 - b. Develop engaging marketing materials.
4. Ensure Home and Community Based programs align with national best practices.
 - a. Perform audits of contractors.
 - b. Participate in national education and conversations.

Performance Measure	Benchmark
Develop educational presentations to address trends and issues affecting the aging population.	Provide 12 presentations annually.
Develop new outreach materials.	Print and distribute four by end of FY2021.
Develop Data and Reporting program improvement plan with stakeholder input.	Implement two Data and Reporting program improvements annually.
Develop Fiscal program improvement plan with stakeholder input.	Implement two Fiscal program improvements annually.
Develop annual agency report with transparent financial and service delivery data.	Presented to Governor first working day of December.
Develop Nutrition program improvement plan with stakeholder input.	Implement two Nutrition program improvements annually.
Develop Health Promotion Disease Prevention program improvement plans with stakeholder input.	Implement two Health Promotion Disease Prevention program improvements annually.
Develop Homemaker program improvement plan with stakeholder input.	Implement two Homemaker program improvements annually.
Promote business acumen education and information	Provide two enduring education opportunities to increase business acumen