2022

ICOA PLANNING MANUAL
AAA AREA PLANS

COME TO WORK TO CHANGE THE WORLD
JUDY B. TAYLOR

EXECUTIVE SUMMARY

The Aging network's charge is to serve those most vulnerable to poor outcomes as they age. We do this through universal preventative, targeted at risk, and crisis services across the state. The quality of our programs and service delivery methods are crucial to ensure we support vulnerable and high-risk Idahoans to age safely and successfully wherever they chose to live. If we fail in our charge older and vulnerable Idahoans will suffer emotional and physical health consequences up to and including death. This makes what we do High Stakes.

Luckily, there are other High-Stake industries we can study to learn best practices and avoid pitfalls or failure. These industries include Nuclear Power, The U.S Armed Forces, Aviation, and Healthcare. During my 35 years in Healthcare, I studied and learned from all these examples in a never-ending quest to improve patient safety, treatment effectiveness, and a quality customer experience.

My Goal for the aging network is to duplicate the journey of these industries in becoming highly reliable, learning organizations. Because it is the right thing to do. Because the people we serve deserve it. Because we are all inspired by big goals. If you do not come to work each day planning to change the world, why bother?

One aspect of highly reliable organizations is that they use explicit and proven methodologies, relevant data, and broad stakeholder involvement in their planning and processes. They also frequently measure progress and report it transparently. Learning organizations are always planning to prevent failure and improve all aspects of their organization. They benchmark themselves against the best and learn from every success and failure.

It is time for our aging network to launch the next phase on our journey to best serve those in our care. The ICOA Planning Process stands as the new standard for all of us. The ICOA planning process is based on many others that have stood the test of time. Each phase includes best practices and tested tools that when used correctly lead to outcomes that can be trusted. Deliverables from each phase of the planning cycle will be linked to craft out AAA local, ICOA program, and ICOA agency state plans. ICOA will hold ourselves and our AAA partners to these standards.

Onward, the future is bright
Judy Bicknell Taylor

Table of Contents

CHAPTER ONE

PLANNING AND ORGANIZATION

1. The AAA leadership team must complete the ICOA planning course including modules, videos, and review the resources in the toolkit. This is necessary to understand the meaning of terms used and the expectations of the referenced processes and activities.

2. Submit a timeline of dates and activities that led to the submitted plan.

3. Submit a stakeholder plan/table for Universal, Targeted, and Crisis programs including membership, meeting schedule, and standing topics. Within the document identify a focal point for each community in your PSA and how a stakeholder from each is linked into your AAA.

4. Submit a 1–3-pages describing your proposed outreach for this plan including a vision, intent or purpose statement and proposed actions and with a clear focus on identifying older individuals eligible for assistance under the OOA with special emphasis on older individuals:

   a. residing in rural areas
   b. with greatest economic need with particular attention to low-income minority individuals and older individuals residing in rural areas
   c. with greatest social need with particular attention to low-income minority individuals and older individuals residing in rural areas
   d. with severe disabilities
   e. with limited English proficiency
   f. with Alzheimer's disease and related disorders with neurological and organic brain dysfunction and the caretakers of such individuals
   g. older individuals at risk for institutional placement
   h. Older native Americans
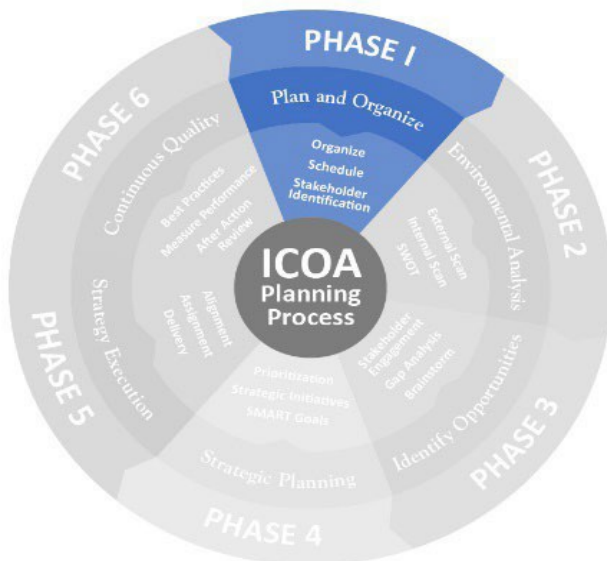
The purpose of Phase 1 is to lay a strong foundation to ensure adequate time is identified to allow for focused and strategic input and analysis to drive the plan. Actual activities will be reported in Phase 3.

CHAPTER TWO

ENVIRONMENTAL ANALYSIS

1. Submit a 1–3-page analysis of the existing and anticipated trends that will affect your PSA in the duration of this plan. Describe your process of research and analysis.

2. Submit a 1–3-page analysis of your AAA's ability to respond to the challenge using a SWOT format. Within the document describe your development or education plan to prepare your agency for current and upcoming challenges.

3. Include pertinent information from year 3's After Action Review/AAR update of your current plan, into each new local plan's SWOT and environmental analysis.
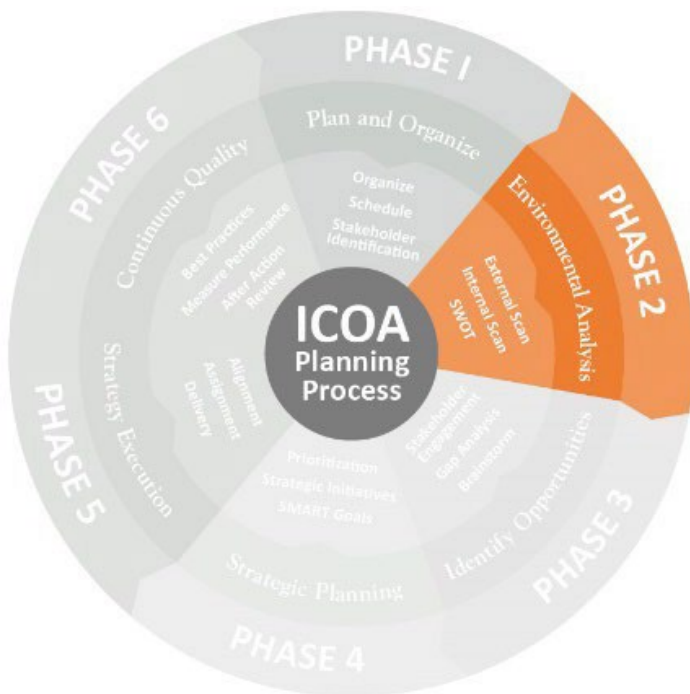
The purpose of Phase 2 is to understand the current environment, but plan for the future environment. The goal is to continue to capitalize on what we are currently doing well, mitigate weaknesses and purposefully plan for identified opportunities.

CHAPTER THREE

IDENTIFIED OPPORTUNITIES

1. Submit a description of your actual planning and outreach activities related specifically to this plan including use of your stakeholder groups, and public comment. Attach any instruments used to collect data.

2. Submit a statistical compilation of findings from your outreach including gaps and identified necessary program improvements.
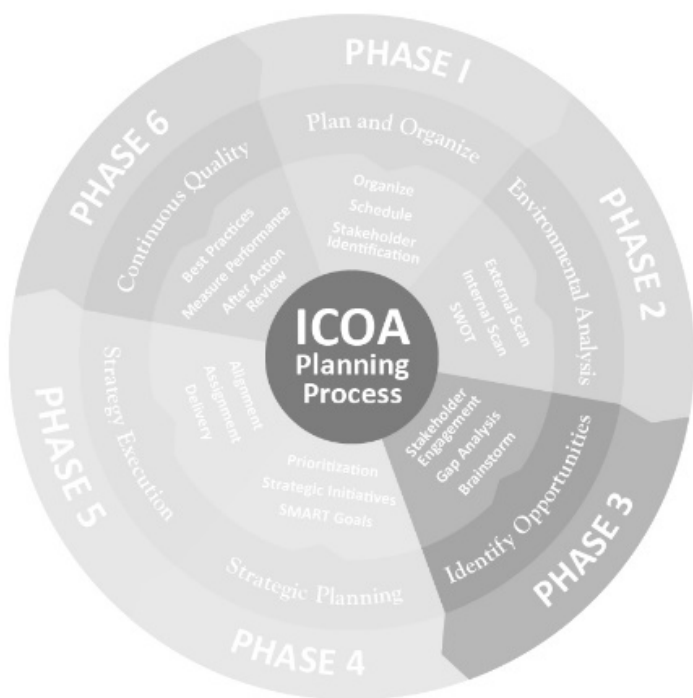

The goal of Phase 3 is to showcase your outreach activities and present your data gathered from Phase 2 and 3, culminating with a comprehensive list of identified gaps and opportunities for improvement. The validity of your plan is driven on the timeliness and comprehensiveness of your targeted outreach and input of stakeholders.

CHAPTER FOUR

STRATEGIC PLAN

1. Identify the current Mission, Vision, and Values of the organization.

2. Submit the prioritized list of gaps identified in Phase 3, to be addressed in the duration of this plan, including the process of prioritization and rationale used.

3. Using approved ICOA State Plan identified goals for Universal, Targeted, and Crisis services, submit a strategic plan including initiatives and SMART goals. Plans must incorporate planning, advocacy and system development. The *No Wrong Door* philosophy and *consumer voice and choice* should be apparent throughout the plan. The plan must address at a minimum the following core elements:

    a. **Universal Programs**
        i. Focus Area - Information and Assistance Services and Aging & Disability Resource Connection (ADRC)
        ii. Focus Area - Congregate Meals
        iii. Focus Area - Health Promotion
        iv. Focus Area - MIPPA/SMP
        v. Focus Area - Loneliness Reduction/Multigenerational Socialization

    b. **Targeted Programs**
        i. Focus Area - Family Caregivers/Respite/Grandparents raising grandchildren
        ii. Focus Area - Transportation
        iii. Focus Area - Home Delivered Meals/NSIP
        iv. Focus Area - Commodity Supplemental Food Program
        v. Focus Area - Homemaker
        vi. Focus Area - Dementia Capability

    c. **Crisis Programs**
        i. Focus Area - Elder Rights and Legal Assistance
        ii. Focus Area – Ombudsmen

4. Within the plan identify activities, how progress will be measured, and outcome targets for each year of the plan. Typically outcome targets will increase from year 1 – 4. If year one is identified as a planning year, best practice would include a limited pilot.
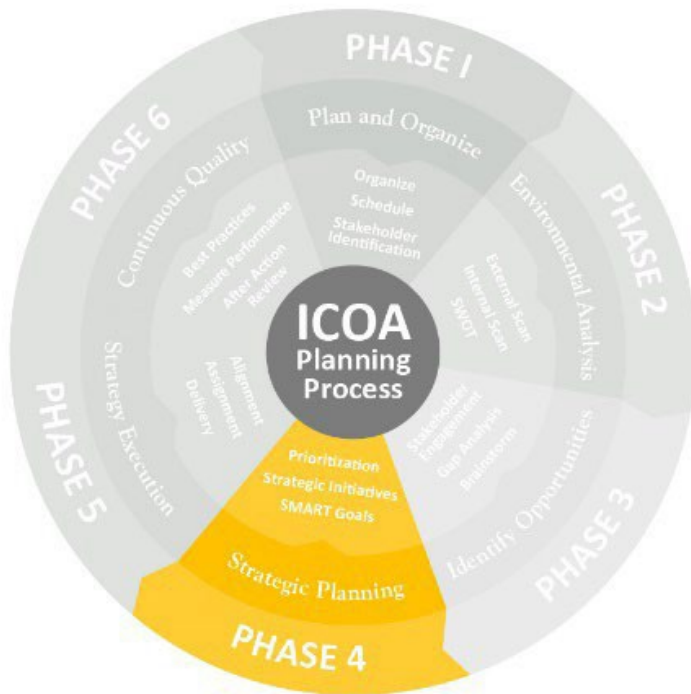
The purpose of Phase 4 is to strategically identify the most appropriate gaps to addressed and create a specific and measurable plan to close them over the next 4 years. Gaps may be closed early in the process and then the goal would be to sustain and increase the quality of the quality of the outcomes.

CHAPTER FIVE

EXECUTION PLAN

1. Submit an organizational chart.

2. Submit a table illustrating assignment and responsibility of each initiative.
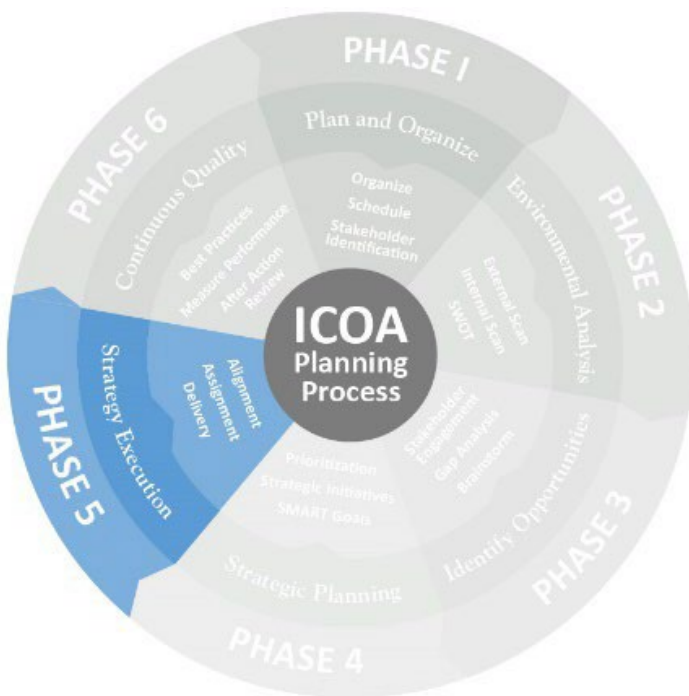
The purpose of Phase 5 is to promote execution of the plan. Accountability is crucial to achieving the stated goals.

CHAPTER SIX

<u>CONTINUOUS QUALITY</u>

1. Submit a 1–3-page data integrity plan including a vision, intent or purpose statement, proposed actions and specific outcome measures.

2. Submit a 1–3-page Quality plan that specifies how progress and success will be measured, and appropriate adjustments made.

3. Submit a document describing your role in national, state, local, and internal incidences/emergencies with an emphasis on continuation of services.

4. Each year of plan implementation submit a draft AAR/progress update to ICOA by August 15th of each year, with an accepted version due on October 15th of each year. The accepted current spending plan should closely align with identified priorities and goals.
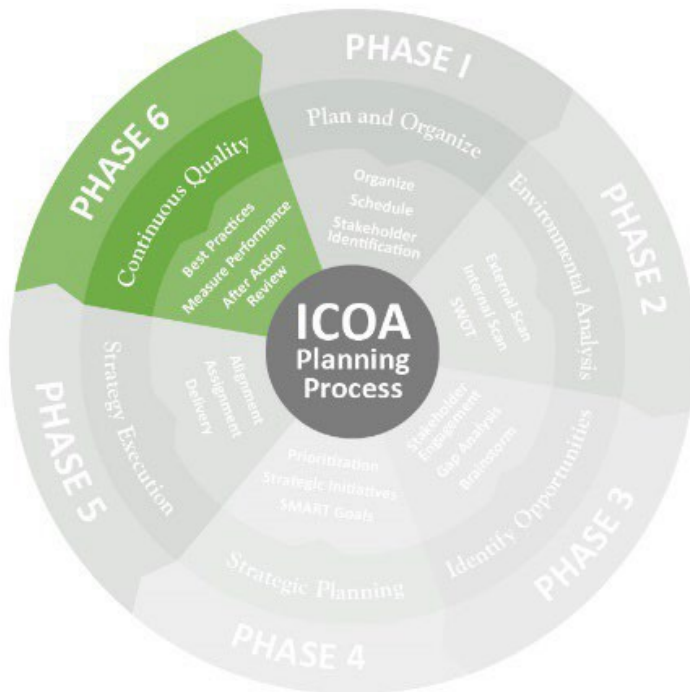
The purpose of Phase 6 is to promote necessary real-time problem solving for the plan. Successful execution requires good data, ongoing adjustments based on unfolding circumstances, and continuity of services during unusual times. During implementation years 1 – 3 planning updates will include a comprehensive AAR and any necessary plan updates.

Area Plan Submissions Checklist

Area Agency on Aging:	
Submission Date: Final draft due June 15 to allow time for feedback and refinement. Final accepted draft should be signed, uploaded and available on the AAA website by October 15, 2022. When ICOA verifies this it automatically becomes the accepted plan.	
Date Draft Received (ICOA):	

		Document Structure	**Evaluation Criteria**
	☐	Cover Page, please specify date range of plan	Dates are accurate
	☐	Table of Contents	
	☐	Executive Summary	
	☐	Map of PSA boundaries and included counties and communities.	
	☐	Submit the signed Attestation form.	All signatures present and dated on final accepted draft. Compliance is ongoing throughout the timeframe of the Local plan.
	☐	Plan is written in plain language for the average client residing in your PSA.	Accepted report is easily available on website. Paper copy is available upon request of any interested party.
		Document Structure	**Evaluation Criteria**
	☐	Submit timeline of dates and activities that led to the submitted plan.	Dates are appropriate to planning period.
	☐	Submit a stakeholder plan/table for each program including membership, meeting schedule, and standing topics.	Table identifies focal points A representative of each focal point is accounted for within the stakeholder groups. Sufficient detail exists for each program plan.

		Document Structure	Evaluation Criteria
PHASE I Plan and Organize Organize Schedule Stakeholder Identification	☐	Submit a 1–3-page ongoing outreach plan with a clear focus on identifying older individuals eligible for assistance under the OAA.	Plan conforms with handbook instructions. Plan has sufficient detail to demonstrate emphasis on older individuals identified in the handbook and OAA statute.
		Document Structure	**Evaluation Criteria**
PHASE 2 Environmental Analysis External Scan Internal Scan SWOT	☐	Submit a 1–3-page analysis of the existing and anticipated trends that will affect your PSA in the duration of this plan.	Analysis conforms with handbook instructions. Analysis has sufficient detail to demonstrate an adequate level of research.
	☐	Submit a 1–3-page analysis of your AAA's ability to respond to anticipated opportunities and threats and an education plan to increase any needed knowledge or skills.	Analysis has sufficient detail to demonstrate an adequate level of reflection. The education plan is congruent with identified gaps or weaknesses.
		Document Structure	**Evaluation Criteria**
PHASE 3 Identify Opportunities Stakeholder Engagement Gap Analysis Brainstorm	☐	Submit a description of your planning and outreach activities related specifically to this plan including use of your stakeholder groups, and public comment.	Report conforms with handbook instructions and outreach standards. *This should reflect substantial compliance with the plan from Phase 1, but it is what actually happened or was accomplished.
	☐	Report data collected during outreach activities, and stakeholder engagement and/or brainstorming.	Graphs are readable and appropriate for type of data being represented.
		Document Structure	**Evaluation Criteria**
	☐	Identify the current Mission, Vision, and Values of the organization.	

PHASE 4 Strategic Planning Prioritization Strategic Initiatives SMART Goals	☐	Submit a prioritized list of gaps to be addressed in the duration of this plan, including the process of prioritization and rationale.	Gaps identified in Phases 2 and 3 are prioritized to be addressed in the new plan. There is supporting rationale on why the gaps were chosen.
	☐	Using ICOA identified goals for Universal, Targeted, and Crisis services, submit a strategic plan including initiatives and SMART goals.	Plan conforms with handbook instructions. Plan aligns with State plan goals. Initiatives are sufficient to achieve stated goals. Measurement methods are specified, targets are set including ramp up over the years as appropriate.
		Document Structure	**Evaluation Criteria**
PHASE 5 Strategy Execution Alignment Assignment Delivery	☐	Submit an organizational chart.	
	☐	Submit a table illustrating assignment and responsibility of each initiative.	
		Document Structure	**Evaluation Criteria**
PHASE 6 Continuous Quality Best Practices Measure Performance After Action Review	☐	Submit a 1–3-page data integrity plan.	Plan conforms with handbook instructions. Plan has sufficient detail to demonstrate a commitment to data quality.
	☐	Submit a 1–3-page Quality plan that specifies how progress and success will be measured, and appropriate adjustments made.	Plan conforms with handbook instructions. Plan has sufficient detail to demonstrate a commitment to programmatic and operational continuous quality improvement. Progress is reported as specified in the governance section of the Operation's manual.

	☐	Submit a document describing your role in national, state, local, and internal incidences/emergencies with an emphasis on continuation of services.	Plan conforms with handbook instructions. Plan has sufficient detail to demonstrate a coordinated response to emergencies, and the ability to continue operations and services.

Attestation of Compliance with
OAA and Area Plan Assurances
Please copy verbiage underneath this section and submit on Agency Letterhead

The Area Plan on Aging is hereby submitted for Planning and Service Area (Insert #) for the period FY 2021 through FY 2024. We acknowledge and assume full authority to develop and administer the Area Plan in accordance with Older Americans Act, as amended during the period identified, and related State rules and regulations. In accepting this authority, We assume major responsibility to develop and administer the Area Plan for a comprehensive and coordinated system of services and to serve as the advocate and focal point for older people in our planning and service area.

By our signatures we further attest:

We have read and understand the AAA obligations and responsibilities required to meet the Sec. 306 of the OAA.

We have developed a plan to serve older individuals who have greatest economic need, individuals who have greatest social need, individuals at risk for institutional placement and respond to the requirements of Sec. 306 of the OAA.

The AAA will comply with OAA rules and regulations through:
- AAA submission and ICOA approval of this plan and all attachments.
- AAA submission and ICOA approved budget.
- AAA submission of records required to verify compliance including contracts, forms, and other documents as requested by ICOA.
- Fidelity to ICOA published manuals, policies, official guidance and education.

The AAA has systems and processes in place to ensure ongoing compliance throughout the plan timeframe. The AAA will commit to data integrity and quality to ensure OAA service delivery is accurately tracked and monitored in fulfillment of this plan.

Representative from Parent Organization:
   Name, Title, Signature, Date

Representative from the Area Agency on Aging
   Name, Title, Signature, Date

Representative from the Advisory Council
   Name, Title, Signature, Date

Appointed Commissioner
   Name, Title, Signature, Date

RESOURCES

- **Older Americans Act** – http://aging.idaho.gov/wp-content/uploads/2021/05/OLDER-AMERICANS-ACT-OF-1965-Reauthorized-2020-03-25-.pdf

- **ICOA State Plan** - https://aging.idaho.gov/wp-content/uploads/2020/09/Rolled-up-Idaho-2020-2024-Senior-Services-State-Plan-Sept-4-2020.pdf

- **Approved Intrastate Funding Formula (IFF)** - **(attachment C - ICOA State Plan) https://aging.idaho.gov/wp-content/uploads/2020/09/Rolled-up-Idaho-2020-2024-Senior-Services-State-Plan-Sept-4-2020.pdf**

- **Current Poverty Guidelines** – **(Area Plan Administration Guidance) https://aging.idaho.gov/resources/icoa-administration/**

- **Sliding Fee Scale** - **(Area Plan Administration Guidance) https://aging.idaho.gov/resources/icoa-administration/**

- **ICOA Strategic Plan** - **https://aging.idaho.gov/wp-content/uploads/2020/09/ICOA-Strategic-Plan_SFY-21_FS.pdf**

- **Program Staff Update and Outcome Tracking Report** - **http://aging.idaho.gov/wp-content/uploads/2021/05/Program-Staff-Update-and-Outcome-Tracking-Report-Final-4_30_21.pdf**

- **ICOA Leadership Academy**

  - **ICOA Planning Course** - **https://aging.idaho.gov/the-icoa-planning-process/**

- **Standards and Expectations**

  - **Chapter 4 AAA Designation and Responsibilities** - **https://aging.idaho.gov/wp-content/uploads/2019/06/04-Chapter-4-AAA-Designation-and-Responsibilities-July-2019Final.pdf**

  - **Chapter 5 AAA Planning and Service Area Requirements** - **https://aging.idaho.gov/wp-content/uploads/2019/06/05-Chapter-5-AAA-Planning-Service-Area-Requirements-July-2019Final.pdf**

  - **Advisory Council Federal and State Code** - **http://aging.idaho.gov/wp-content/uploads/2021/05/Advisory-Councils-Requirements-5_2021.pdf**

  - **ADRC Program Manual (ETA Fall 2021)**

Planning Cycle Graphic