

## Agency Strategic Plan

## Department for the Aging (163)

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## Mission and Vision

**Mission Statement**

The Virginia Department for the Aging fosters the independence and well-being of older Virginians and supports their caregivers through leadership, advocacy and oversight of state and community programs, and guides the Commonwealth in preparing for an aging population.

**Vision Statement**

Older Virginians will live independent, healthy and secure lives as valued members of our Commonwealth.

## Executive Progress Report

**Service Performance and Productivity**

- *Summary of current service performance*

Virginia has a network of 25 local agencies established under the auspices of the Older Americans Act, which are prepared to assist older persons and their families. These organizations are called Area Agencies on Aging or AAAs. AAAs are designated by VDA, with the sanction of local governments, to plan, coordinate, and administer aging services at the community level. Some AAAs are private nonprofit organizations, others are a part of local government, and still others are jointly sponsored by counties and cities. AAAs in Virginia serve a specific "planning and service area", which usually corresponds with the boundaries of Virginia's planning districts. Planning districts organize counties and cities along common geographic, demographic, and economic boundaries.

The chart below presents the 8 highest dollar volume services for federal fiscal year 2008 provided by the AAAs:

| Service Activity         | Clients Served | Service Unit          | Service Costs |
|--------------------------|----------------|-----------------------|---------------|
| Home Delivered Meals     | 14,744         | 2.64 million meals    | \$12,259,000  |
| Congregate (Group) Meals | 13,461         | 877 thousand meals    | 8,432,000     |
| Transportation           | 8,082          | 557,908 one-way trips | 6,131,000     |
| Information & Referral   | 23,452         | 143,518 contacts      | 4,492,000     |
| Homemaker Services       | 2,633          | 218,819 hours         | 3,557,000     |
| Adult Day Care           | 1,034          | 242,293 hours         | 3,307,000     |
| Care Coordination        | 3,473          | 35,881 hours          | 2,980,000     |
| Personal Care            | 1,039          | 126,469 hours         | 2,847,000     |

- *Summary of current productivity*

VDA strives to efficiently and effectively provide critical services to support frail, older Virginians in their homes for as long as possible in order to avoid institutionalization. For each service, VDA has created a 'Service Standard' which establishes minimum service requirements. Service Standards achieve the following goals:

- Provides the basis of VDA's contract for services with the AAAs, and the Performance and Compliance Review conducted each year. Also, when AAAs contract a service, the outside vendor is required to follow the service standard as a contract condition.
- Establishes a minimum threshold for the services provided by AAAs.
- Provides consistent standards for the delivery of services that assure the taxpayers and legislators, as well as VDA's clients and their families, that VDA strives to provide the highest quality services available from any public or private community-based service organization in Virginia.

**Initiatives, Rankings and Customer Trends**

- *Summary of Major Initiatives and Related Progress*

**No Wrong Door Initiative**

No Wrong Door is the Commonwealth of Virginia's approach to "one-stop" for adult health and human services for the elderly and disabled. The vision of the No Wrong Door system is to have Resource Centers in every community serving as highly visible and trusted place where individuals can turn for information on the full range of long-term support options and entry to public long-term support programs and benefits.

The No Wrong Door system continues to be built to stretch resources, eliminate duplication of effort and harness technology to help meet the rapidly expanding needs of the Commonwealth's older citizens and adults with disabilities. Ultimately the system will extend independence and raise the quality of life for seniors and persons with disabilities in Virginia. In order to accomplish the integration of No Wrong Door into the communities throughout the Commonwealth, this initiative thrives on the success of public/private partnerships.

The No Wrong Door system is leveraging a collaborative effort across multiple areas of the Health and Human Resources Secretariat, including: VDA, Department of Medical Assistance Services, Department of Rehabilitative Services, Department of Mental Health, Mental Retardation and Substance Abuse Services, and the Department of Social Services. Joining from the public sector are SeniorNavigator and 2-1-1 Virginia. These unique partnerships afford the opportunity for a more holistic approach to adult health and human services. Locally, No Wrong Door is about modifying an individual agency business process and the coordination of local long-term supports through public/private partnerships. Each region that implements a No Wrong Door is charged with bringing public and private providers and

health service referral agencies together to identify how each region should coordinate long-term support options within the community.

The No Wrong Door Resource Team guides the development of this initiative. This team is chaired by VDA and has representatives from both the state and local level. At the state level, there is representation from agencies throughout the Health and Human Resources Secretariat that are most involved with the delivery of long-term support services. Also serving are representatives from statewide groups that bring unique knowledge to the project: Centers for Independent Living, Community Service Boards, SeniorNavigator, and 2-1-1 Virginia. Completing the make-up of the resource team is representation from various localities throughout the Commonwealth including participating AAAs, private providers, and self advocates.

Through strong collaboration of partners and the guidance of the resource team No Wrong Door is positioning Virginia to prepare for the changes among service provision and the growing number of older citizens and adults with disabilities. As of September 2009, No Wrong Door has been expanded to 10 AAAs. They include Senior Connections, Valley Programs for Aging Services, Peninsula Agency on Aging, Bay Aging, Mountain Empire for Older Citizens, Inc., Rappahannock-Rapidan Community Services Board and Area Agency on Aging, Shenandoah Area Agency on Aging, Inc., LOA Area Agency on Aging, Inc., Prince William Area Agency on Aging, and Senior Services of Southeastern Virginia.

VDA has applied for a federal Aging and Disability Resource Center Grant (ADRC). With this grant VDA is tentatively planning to expand the No Wrong Door Initiative into three more AAAs before 2012.

In order to further streamline access to services, empower consumers to self-direct when they choose, and foster education for consumers and caregivers, Virginia developed a web portal, Virginia EasyAccess ([www.easyaccess.virginia.gov](http://www.easyaccess.virginia.gov)). EasyAccess search features are powered by SeniorNavigator, connecting the user to comprehensive resources and services and supported by 2-1-1 call center operators, available 24/7 to answer questions emailed by consumers. A 10-question survey measures ongoing consumer satisfaction. A new feature provides a disability-friendly online Medicaid Application consumers can complete and submit directly to their local DSS for processing.

At the local level, the AAAs are responsible for coordinating an Advisory Council. The Council is made up of key service providers, both public and private, in order to identify methods and processes for coordinating long-term supports throughout their represented locality. Further, the local AAAs are responsible to assist in the recruitment of private providers, educating and informing them of the No Wrong Door system, ultimately seeking to encourage their participation as a No Wrong Door provider.

No Wrong Door is an initiative of great magnitude which is receiving fiscal support from public, private, state and federal funding streams. An initial grant of \$100,000 was funded through Dominion Power in leveraging the Aging and Disability Resource Center (ADRC) grant through Centers for Medicare and Medicaid Services and the Administration on Aging called the Aging and Disability Resource Center Grant. The Systems Transformation Grant, a second grant from the Centers for Medicare and Medicaid Services is providing additional support to expand the No Wrong Door initiative. Further, the Enterprise Solutions Group-Productivity Investment Fund has been granted to assist in supplementing the cost associated with developing an automated Aged, Blind and Disabled (ABD) Medicaid Application. Upon development, this application will be integrated into the No Wrong Door web-portal. Finally, during the 2007 Virginia General Assembly Session, No Wrong Door became an initiative of Governor Tim Kaine. Through the Governor's amended budget the VDA is receiving \$504,184 to further develop the internal infrastructure of No Wrong Door.

No Wrong Door continues to gain momentum and is being recognized across the Commonwealth as an important initiative. Through the continued collaboration of key leaders and stakeholders, coupled with fiscal support and a strong technology platform, No Wrong Door will continue to transform the way the Commonwealth approaches long-term support options and service delivery. Through No Wrong Door, older Virginians, adults with disabilities, and their caregivers will experience extended independence and an improved quality of life.

#### Other Initiatives:

VDA continues to seek grants and technological initiatives to augment services. In the past two years, VDA has undertaken major initiatives such as:

#### State Plan for Aging Services

VDA has prepared the State Plan for Aging Services 2007-2011 for submission to the federal Administration on Aging. The Plan acts as Virginia's application for federal funding under the Older Americans Act and will result in Virginia receiving \$95,000,000 in federal funding over the next four years.

#### Community Living Program (CLP) Grant

The Community Living Program (CLP) is an Administration on Aging grant that began on September 30, 2008 and runs through March 31, 2010 in the amount of \$1,076,053. The federal share is \$759,493 and the non-federal share is \$316,560. In addition to this award, Virginia was designated one of 10 states to be allowed to serve the Veteran population.

The goal is to divert 55 individuals who are at imminent risk from nursing home placement and Medicaid spend-down

through consumer direction of services provided within a designated monthly allotment of up to \$1,200. The program is being piloted in three AAAs (Bay Aging, JABA & VPAS). Since September 20, 2008 the infrastructure has been created for the program. This has included convening of a CLP core team, developing policies, protocols and tools; customizing two computer systems; delivering training related to consumer direction, pre-admission screening referrals, policy and systems; securing an evaluation agreement with the Center for Gerontology at the Virginia Polytechnic Institute and State University; engaging and education local community partners on the CLP project. Five participants have been enrolled in CLP and another eight participants have been identified. Additionally, a planning group was convened to develop the process for referring and enrolling veterans in the Veterans Directed Home and Community Living Program. As of September 1, 2009, Bay Aging AAA has enrolled fifteen participants.

#### Alzheimer's Disease Supportive Services Program (ADSSP) Grant

This ADSSP Program is an Administration on Aging grant that began on September 30, 2008 and runs through March 31, 2010. Federal funding is \$335,387 for the grant period.

The goal of this project is to enhance Virginia's ability to identify persons with early stage dementia and provide interventions to their caregivers that will increase their ability to cope with the challenges they encounter throughout the caregiving process. Project objectives include:

- To provide interventions that result in relief or respite to families dealing with early-stage dementia.
- To test the impact of Mindfulness-Based interventions to provide coping skills and relief to caregivers of persons with early-stage dementia.
- To create continuing systems change by enhancing Virginia's Virtual Alzheimer's Center and AlzPossible website to address early stage dementia and to incorporate the Center's resources into the Commonwealth's ongoing systems change efforts through Virginia's local Area Agencies on Aging.

The Virginia Department for the Aging has partnered with the Virginia Alzheimer's Disease and Related Disorders Commission, the Virginia Center on Aging at VCU, Mountain Empire Older Citizens (Area Agency on Aging), and four Alzheimer's Association Chapters (the Greater Richmond Chapter, Southeastern Virginia Chapter, National Capital Area Chapter, and Central and Western Virginia Chapter) for this project.

The intended outcomes of this project will be the continued transformation of Virginia's long-term support system to better identify persons with early stage dementia and provide support for their caregivers; an increase in the availability of respite services or other interventions that provide relief for families dealing with early stage dementia; and a better understanding of how Mindfulness-Based interventions can provide coping skills to caregivers dealing with early stage dementia.

#### Project 2025: Enhanced Access to Legal Assistance for Older Adults in Virginia

This Legal Assistance Program is an Administration on Aging grant that began on September 30, 2006 and runs through December 31, 2009. Federal funding is \$276,000 for the grant period.

The goal of this grant is to ensure that older adults in Virginia, especially those in greatest need, have access to quality legal assistance now and in the future as we approach the year 2025. VDA, in partnership with the Virginia Poverty Law Center and numerous stakeholders worked together since 2006 to (1) strengthen existing legal resources through collaboration and education, (2) increase visibility and avenues to access available legal resources, and (3) engaged stakeholders in statewide planning efforts to ensure sustainability.

Accomplishments to include: a firmly established Elder Law Task Force and Elder Law Listserv; Continuing Legal Education (CLE) programs that have increased the number of pro bono attorneys serving Seniors in Virginia; statewide planning and development that have improved the current legal services delivery system; and a Project-2025 website designed to assist advocates and caregivers obtain user-friendly assistance quickly. All of these outcomes and other strategies work together to increase efficiency and protect the rights and independence of older adults. The Administration on Aging has commended the Commonwealth of Virginia on its progress to date as we move toward successful completion of this grant opportunity.

#### Virginia Public Guardian and Conservator Program

Significant progress has been made in the development and capacity of the Virginia Public Guardian and Conservator Program. Statewide capacity has increased from 368 to 580 (57% increase). This increase is attributable to and funded by an appropriation to the Department of Behavioral Health and Developmental Services (DBHDS) for individuals currently residing in, or at risk of placement in, state mental retardation training centers.

Within the last 2 years regulations pursuant to the Code of Virginia, §2.2-712 (B)(3) on the Guardianship Program have been established.

#### GrandDriver Program

The GrandDriver educational campaign urges the driving public - particularly drivers over 65 and their adult children - to learn more about the effects of aging on their ability to drive ([www.GrandDriver.net](http://www.GrandDriver.net)). VDA has been awarded a sixth GrandDriver grant entitled GrandDriver beginning in October 2009. The CarFit program helps older drivers learn about making adjustments to their vehicle to improve their safety. VDA has trained dozens of Occupational Therapists and Physical Therapists to conduct CarFit evaluations throughout the Commonwealth and VDA has sponsored numerous

CarFit events.

- *Summary of Virginia's Ranking*

Only about a third of the states have a separate Department for the Aging. No formal comparisons among state Departments for the Aging exist. However, VDA has been working with the federal Office of the Inspector General on several studies and they indicate "Virginia's information is among the best in the country".

- *Summary of Customer Trends and Coverage*

Virginia's older population (age 60 and over) increased by 17.1% between 1990 and 2000, from 909,906 to 1,065,502 persons. This growth is expected to continue with the large population of near elderly entering old age. The number of older Virginians of racial and ethnic minority groups (i.e. all non-whites) grew at twice the rate of older white, non-Hispanic Virginians over the decade, reflecting the increasing diversity of the total population. As Virginia's population continues to age, the racial and ethnic composition of its older population will more closely resemble the greater racial and ethnic diversity of today's younger population.

The diverse and mobile nature of our society threatens Virginia's informal support system of families, friends, and neighbors who provide 80% of the care that frail older citizens require to remain independent in their homes and communities. The Commonwealth will need to continue to search for cost-effective ways of encouraging families to care for their elderly and disabled relatives.

A potentially large population of Virginians, of all ages and from all socio-economic backgrounds has not adequately planned for their retirement and may be unable to afford the services they might require to remain independent in their old age. Although these Virginians will be healthier, more financially secure, and better educated than their parents, they will need to be better prepared for a longer and more expensive retirement if they hope to live at the same standard they enjoyed during their working years.

**Future Direction, Expectations, and Priorities**

- *Summary of Future Direction and Expectations*

The elderly clientele served by the AAAs is frail as the following chart shows. This information is from federal fiscal year 2008, the most recent year available.

Service Avg. Age Avg. ADL  
 Home Delivered Meals 80 2.7  
 Personal Care 82 3.3  
 Homemaker 80 2.0  
 Care Coordination 82 4.9

VDA needs to collect and analyze timely and accurate data about the service needs and service utilization of Virginia's frail and disabled citizens. Although VDA continues to make improvements in its management information system that will provide client-based data to help ensure the cost effective development and provision of aging and long-term care services, VDA must be prepared to expand and enhance its data gathering activities to meet the needs of future aging populations.

- *Summary of Potential Impediments to Achievement*

The growth of population over 60 compared to the availability of federal and state funding is a concern for Virginia's ability to plan, fund, and provide an array of critical services aimed at keeping people independent and avoiding expensive institutional care for as long as possible.

The cost to sustain the No Wrong Door Initiative has increased over the past several years. There is a potential for a significant shortfall in cash when the current federal grants expire and if they are not renewed.

VDA distributes federal Older Americans Act and state general funds to its 25 AAAs through an Intrastate Funding Formula. The Older Americans Act is not an entitlement (guaranteed access to benefits) like Social Security, Medicare or Medicaid. Services can be curtailed due to lack of funding. Therefore priority is given to serve the elderly in the greatest economic need and social need to assist the elderly to function independently for as long as possible. This is forcing AAAs to focus more on their core mission. As a result, AAAs appear to be expanding their capability.

In 1998 the General Assembly created the Virginia Public Guardian and Conservator Program and placed the program within VDA. This program serves adults age 18 and older who do not have the financial resources to pay for the services of a guardian and who have no family or friends able to provide this service. The prior to this, the sheriff served as the guardian of last resort. In 2007 VDA began working with Department of Behavioral Health and Developmental Services (DBHDS) to provide guardian services to individuals transitioned from Mental Health facilities.

As of June 30, 2009, VDA has sixteen (16) local public guardianship programs funded out of \$1,050,000 in general funds allocated by the General Assembly and \$1,048,000 through DBHDS. The current programs have the capacity to serve 580 indigent individuals who require public guardian services. A recent Virginia Tech study identified 1,441 adults in Virginia in need of guardianship. This number has likely increased over the years.

**Service Area List**

| Service Number | Title  |
|----------------|--|
| 163 455 04     | Financial Assistance for Local Services to the Elderly |

|            |   |
|------------|---|
| 163 455 06 | Rights and Protection for the Elderly       |
| 163 457 01 | Meals Served in Group Settings              |
| 163 457 02 | Distribution of Food                        |
| 163 457 03 | Delivery of Meals to Home-Bound Individuals |
| 163 499 00 | Administrative and Support Services         |

**Agency Background Information**

**Statutory Authority**

**Federal Authority:**

The Older Americans Act of 1965, as amended (Public Law 89-73) requires states to designate a state agency to administer the requirements of the Act and respond to the needs of the Administration on Aging.

**State Authority:**

§2.2-700 of the Code of Virginia creates the Department for the Aging.

§2.2-702 establishes the responsibilities to

1. Develop appropriate fiscal and administrative controls over public long-term care;
2. Develop a continuum long-term care plan to coordinate the delivery of human resources agencies, including transportation services;
3. Identify and assure the equitable distribution of programmatic resources;
4. Perform evaluations of cost-effective long-term care resources.

§2.2-703 Powers and duties to aging persons; area agencies on aging.

1. Study the economic and physical condition of the elderly to determine needs and problems;
2. Determine services and facilities available to older persons and recommend appropriate coordination and changes in services and facilities that will make them of greater benefit to older persons and more responsive to their needs;
3. Act as the single state agency, under the Older Americans Act. The Department may prepare, submit and carry out state plans as required;
4. Apply, with the approval of the Governor, for and expend such grants, gifts or bequests related to the agency;
5. Hold hearings and conduct investigations necessary to pass upon applications for approval of a project under the plans and laws set out in number 3;
6. Designate area agencies on aging and adopt regulations for their composition and operation;
7. Educate consumers and their representatives on special care unit features and how to choose one;
8. Provide staff support to the Commonwealth Council on Aging;
9. Assist state, local, and nonprofit agencies, including, area agencies on aging, in identifying grant and public-private partnership opportunities;
10. Contract the state long-term care ombudsman program;
11. Serve as the focal point for the rights of older Virginians and their families with a toll-free number to provide resources and referral information.

VDA provides staff support to three State Councils / Boards / Commissions: §2.2-711 Virginia Public Guardian and Conservator Advisory Board §2.2-718, Alzheimer’s Disease and Related Disorders Commission, and §2.2-2626 Commonwealth Council on Aging.

**Customers**

| Customer Group                              | Customers served annually | Potential customers annually |
|---|---------------------------|------------------------------|
| Additional program contractors              | 33                        | 45                           |
| Area Agencies on Aging                      | 25                        | 25                           |
| Caregivers for individuals age 60 and older | 2,482                     | 0                            |
| General public                              | 0                         | 7,712,091                    |
| Individuals age 60 and older                | 57,835                    | 1,065,502                    |

*Anticipated Changes To Agency Customer Base*

[Nothing entered]

**Partners**

| Partner        | Description |
|----------------|-------------|
| [None entered] |             |

**Products and Services**

- *Description of the Agency’s Products and/or Services:*

VDA contracts with Virginia’s 25 AAA as well as other service provider to provide needed services to the elderly.

VDA provides considerable outreach and educational activities providing information and assistance to the general public.

VDA provides assistance to numerous state programs, task forces and grant initiatives.

- *Factors Impacting Agency Products and/or Services:*  
[Nothing entered]
- *Anticipated Changes in Products or Services:*  
[Nothing entered]

**Finance**

- *Financial Overview:*  
[Nothing entered]
- *Financial Breakdown:*

|                     | FY 2011             |                     | FY 2012             |                     |
|---------------------|---------------------|---------------------|---------------------|---------------------|
|                     | General Fund        | Nongeneral Fund     | General Fund        | Nongeneral Fund     |
| Base Budget         | \$18,525,545        | \$33,286,632        | \$18,525,545        | \$33,286,632        |
| Change To Base      | \$0                 | \$0                 | \$0                 | \$0                 |
| <b>Agency Total</b> | <b>\$18,525,545</b> | <b>\$33,286,632</b> | <b>\$18,525,545</b> | <b>\$33,286,632</b> |

*This financial summary is computed from information entered in the service area plans.*

**Human Resources**

- *Overview*  
[Nothing entered]
- *Human Resource Levels*

|                                   |             |
|-----------------------------------|-------------|
| Effective Date                    | 9/1/2009    |
| Total Authorized Position level   | 26          |
| Vacant Positions                  | -3          |
| <b>Current Employment Level</b>   | <b>23.0</b> |
| Non-Classified (Filled)           | 1           |
| Full-Time Classified (Filled)     | 21          |
| Part-Time Classified (Filled)     | 0           |
| Faculty (Filled)                  | 0           |
| Wage                              | 4           |
| Contract Employees                | 1           |
| <b>Total Human Resource Level</b> | <b>28.0</b> |

*breakout of Current Employment Level*

*= Current Employment Level + Wage and Contract Employees*

- *Factors Impacting HR*  
[Nothing entered]
- *Anticipated HR Changes*  
[Nothing entered]

**Information Technology**

- *Current Operational IT Investments:*

VDA has been completely transformed according to VITA/NG requirements. Service delivery for the infrastructure and computer equipment maintenance must be refined for maximum uptime to be achieved for our users.

VDA currently has to support two systems to meet its Title-III federal reporting requirements. These systems are PeerPlace and AIM. The agency must continue to look for ways to consolidate its application use to one system to realize some new efficiencies currently lacking in the collecting and reporting of consolidated service data.

The EasyAccess portal has become an important tool in finding valuable information related to seeking senior and disability services.

Peerplace - is a online system that can be access with proper credentials using the Internet Explorer browser and the internet. Peerplace is designed provider agency staff as a professional tool as part of the No Wrong Door initiative. No Wrong Door connects public and private agencies and providers through the development of single, coordinated systems of information, referral, and access to aging and disability long-term support services. Peerplace is also an

application which functions as a tool to collect the federal funded required data elements for reporting purposes for some of our Area Agencies on Aging. Lines of Business: 101 (30), 111 (10,60), 328 (30)

Advanced Information manager(AIM) - is an application which functions as a tool to collect the federal funded required data elements for reporting purposes for some of our Area Agencies on Aging. Lines of Business: 328 (30)

EasyAccess - an on-line resource portal for seniors and adults with disabilities and the providers that support them. It provides information related to long term care support services for this population. Lines of Business 101 (30), 111 (10,60)

● *Factors Impacting the Current IT:*

VDA continues to struggle to find enough resources to fund the proper level of security personnel and VITA oversight (Agency Information Technology Resource or AITR) role. The policies and standards are continually changing and exhaust our current manpower with demands that force VDA to seek additional resources.

● *Proposed IT Solutions:*

The No Wrong Door Initiative continues to break new ground now adding agencies both from the public and private sector. VDA continues to search for new grant opportunities to help build on our sound base set of agencies using the NWD tools application to manage clients services. We believe the NWD Tools system is now at a point for expansion and can offer a great deal of value for streamlining service delivery in the Commonwealth.

No Wrong Door connects public and private agencies and providers through the development of single, coordinated systems of information, referral, and access to aging and disability long-term support services. It is a collaborative partnership between many different types of service providers and agency types such as public, private, and non profit. The architecture of the NWD Tools System is an example of how we plan to take advantage of this technology to interface with other systems or because of its flexibility can relatively quickly add additional technical functionality as resources are found. This system is all about creating a seamless point of entry for the citizen to be able to receive and coordinate long term care support services. Lines of Business: 101 (30), 111 (10,60), 328 (30)

● *Current IT Services:*

Estimated Ongoing Operations and Maintenance Costs for Existing IT Investments

|                                      | Cost - Year 1    |                  | Cost - Year 2    |                  |
|--------------------------------------|------------------|------------------|------------------|------------------|
|                                      | General Fund     | Non-general Fund | General Fund     | Non-general Fund |
| Projected Service Fees               | \$67,111         | \$70,372         | \$68,118         | \$71,428         |
| Changes (+/-) to VITA Infrastructure | \$68,000         | \$0              | \$68,000         | \$0              |
| <b>Estimated VITA Infrastructure</b> | <b>\$135,111</b> | <b>\$70,372</b>  | <b>\$136,118</b> | <b>\$71,428</b>  |
| Specialized Infrastructure           | \$0              | \$0              | \$0              | \$0              |
| Agency IT Staff                      | \$85,830         | \$182,390        | \$85,830         | \$182,390        |
| Non-agency IT Staff                  | \$0              | \$0              | \$0              | \$0              |
| Other Application Costs              | \$233,109        | \$36,150         | \$240,712        | \$36,150         |
| <b>Agency IT Current Services</b>    | <b>\$454,050</b> | <b>\$288,912</b> | <b>\$462,660</b> | <b>\$289,968</b> |

*Comments:*

\$68,000 required PeerPlace Network (No Wrong Door System) hosting per CIO.

● *Proposed IT Investments*

Estimated Costs for Projects and New IT Investments

|                                       | Cost - Year 1 |                  | Cost - Year 2 |                  |
|---------------------------------------|---------------|------------------|---------------|------------------|
|                                       | General Fund  | Non-general Fund | General Fund  | Non-general Fund |
| Major IT Projects                     | \$0           | \$0              | \$0           | \$0              |
| Non-major IT Projects                 | \$0           | \$0              | \$0           | \$0              |
| Agency-level IT Projects              | \$0           | \$0              | \$0           | \$0              |
| Major Stand Alone IT Procurements     | \$0           | \$0              | \$0           | \$0              |
| Non-major Stand Alone IT Procurements | \$0           | \$0              | \$0           | \$0              |

**Total Proposed IT Investments**                      \$0                      \$0                      \$0                      \$0

● *Projected Total IT Budget*

|                         | Cost - Year 1    |                  | Cost - Year 2    |                  |
|-------------------------|------------------|------------------|------------------|------------------|
|                         | General Fund     | Non-general Fund | General Fund     | Non-general Fund |
| Current IT Services     | \$454,050        | \$288,912        | \$462,660        | \$289,968        |
| Proposed IT Investments | \$0              | \$0              | \$0              | \$0              |
| <b>Total</b>            | <b>\$454,050</b> | <b>\$288,912</b> | <b>\$462,660</b> | <b>\$289,968</b> |

[Appendix A](#) - Agency's information technology investment detail maintained in VITA's ProSight system.

**Capital**

- *Current State of Capital Investments:*  
[Nothing entered]
- *Factors Impacting Capital Investments:*  
[Nothing entered]
- *Capital Investments Alignment:*  
[Nothing entered]

**Agency Goals**

**Goal 1**

Enhance the independence of older Virginians to allow them to remain at home as long as they can safely do so by coordinating programs and services to encourage self-sufficiency.

**Goal Summary and Alignment**

Summary - VDA is the lead agency in coordinating the work of state agencies on meeting the needs of an aging society. VDA promotes local participation in programs for older persons, evaluates and monitors the services provided for older Virginians and provides information to the general public. Ensure the development of a continuum of long-term care programs and services for the impaired elderly population to enable older Virginians to remain in their own homes and communities for as long as appropriate and avoid unnecessary institutionalization. Services are targeted to older Virginians and their families, especially caregivers, to form a critical part of the Commonwealth's continuum of long-term care, including adult day care, chore, homemaker, personal care, nutrition, transportation, and other services and programs. This goal is supported through the No Wrong Door initiative and agency funded programs.

**Goal Alignment to Statewide Goals**

- Inspire and support Virginians toward healthy lives and strong and resilient families.

**Goal 2**

Assure the quality and cost-effectiveness of services funded by the federal and state government.

**Goal Summary and Alignment**

Summary - Assure the quality and cost-effectiveness of services and programs delivered by Virginia's 25 AAAs & other contractors through an ongoing and collaborative process of monitoring and technical assistance to improve the delivery of services to older Virginians and their families. Develop Service Standards which provide program guidance to AAAs and other contractors to ensure a level of quality for the provision of services to older Virginians and their families.

**Goal Alignment to Statewide Goals**

- Be recognized as the best-managed state in the nation.

**Goal 3**

Secure, protect, and enhance the rights of older Virginians.

**Goal Summary and Alignment**

Summary - Provide educational, legal assistance, consumer protection, crime and fraud prevention. VDA provides public guardian and ombudsman services through contract in order to secure, protect, and enhance the rights of older Virginians. VDA and the AAAs provide information and legal assistance to older Virginians and their families that will allow them to avoid becoming the victims of crime, fraud, abuse, or financial exploitation.

**Goal Alignment to Statewide Goals**

- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared



response to emergencies and disasters of all kinds.

**Goal 4**

Provide education, training, and research analysis.

**Goal Summary and Alignment**

Summary - Analyze demographic data, state and national trends, and technological developments that will impact the future of older Virginians and the aging of the Commonwealth's population. Provide information to Virginians of all ages to help them prepare for their retirement, pursue healthy lifestyles, fulfill their roles as family caregivers, and understand the choices available for preserving the independence of their older relatives.

**Goal Alignment to Statewide Goals**

- Inspire and support Virginians toward healthy lives and strong and resilient families.

**Goal 5**

Promote resource partnership expansion.

**Goal Summary and Alignment**

Summary - Encourage private sector initiatives, consumer coalitions, collaborative relationships, and interagency agreements which expand resources for older Virginians and their families resulting in a coordinated system of services and programs which meets the needs of older citizens and assures their ability to avoid or delay institutionalization.

**Goal Alignment to Statewide Goals**

- Be recognized as the best-managed state in the nation.
-



|                    | FY 2011      |                 | FY 2012      |                 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 |
|--------------------|--------------|-----------------|--------------|-----------------|------|------|------|------|------|------|------|------|------|------|
|                    | General Fund | Nongeneral Fund | General Fund | Nongeneral Fund |      |      |      |      |      |      |      |      |      |      |
| Base Budget        | \$10,439,755 | \$16,594,143    | \$10,439,755 | \$16,594,143    |      |      |      |      |      |      |      |      |      |      |
| Change To Base     | \$0          | \$0             | \$0          | \$0             |      |      |      |      |      |      |      |      |      |      |
| Service Area Total | \$10,439,755 | \$16,594,143    | \$10,439,755 | \$16,594,143    |      |      |      |      |      |      |      |      |      |      |
| Base Budget        | \$10,439,755 | \$16,594,143    | \$10,439,755 | \$16,594,143    |      |      |      |      |      |      |      |      |      |      |
| Change To Base     | \$0          | \$0             | \$0          | \$0             |      |      |      |      |      |      |      |      |      |      |
| Service Area Total | \$10,439,755 | \$16,594,143    | \$10,439,755 | \$16,594,143    |      |      |      |      |      |      |      |      |      |      |
| Base Budget        | \$10,439,755 | \$16,594,143    | \$10,439,755 | \$16,594,143    |      |      |      |      |      |      |      |      |      |      |
| Change To Base     | \$0          | \$0             | \$0          | \$0             |      |      |      |      |      |      |      |      |      |      |
| Service Area Total | \$10,439,755 | \$16,594,143    | \$10,439,755 | \$16,594,143    |      |      |      |      |      |      |      |      |      |      |
| Base Budget        | \$10,439,755 | \$16,594,143    | \$10,439,755 | \$16,594,143    |      |      |      |      |      |      |      |      |      |      |
| Change To Base     | \$0          | \$0             | \$0          | \$0             |      |      |      |      |      |      |      |      |      |      |
| Service Area Total | \$10,439,755 | \$16,594,143    | \$10,439,755 | \$16,594,143    |      |      |      |      |      |      |      |      |      |      |
| Base Budget        | \$10,439,755 | \$16,594,143    | \$10,439,755 | \$16,594,143    |      |      |      |      |      |      |      |      |      |      |
| Change To Base     | \$0          | \$0             | \$0          | \$0             |      |      |      |      |      |      |      |      |      |      |
| Service Area Total | \$10,439,755 | \$16,594,143    | \$10,439,755 | \$16,594,143    |      |      |      |      |      |      |      |      |      |      |
| Base Budget        | \$10,439,755 | \$16,594,143    | \$10,439,755 | \$16,594,143    |      |      |      |      |      |      |      |      |      |      |
| Change To Base     | \$0          | \$0             | \$0          | \$0             |      |      |      |      |      |      |      |      |      |      |
| Service Area Total | \$10,439,755 | \$16,594,143    | \$10,439,755 | \$16,594,143    |      |      |      |      |      |      |      |      |      |      |

**Human Resources**

- *Human Resources Overview*

[Nothing entered]

- *Human Resource Levels*

|                |  |
|----------------|--|
| Effective Date |  |
|----------------|--|

|                                   |            |  |
|-----------------------------------|------------|--|
| Total Authorized Position level   | 0          |  |
| Vacant Positions                  | 0          |  |
| <b>Current Employment Level</b>   | <b>0.0</b> |  |
| Non-Classified (Filled)           |            | breakout of Current Employment Level                     |
| Full-Time Classified (Filled)     |            |  |
| Part-Time Classified (Filled)     |            |  |
| Faculty (Filled)                  |            |  |
| Wage                              |            |  |
| Contract Employees                |            |  |
| <b>Total Human Resource Level</b> | <b>0.0</b> | = Current Employment Level + Wage and Contract Employees |

- **Factors Impacting HR**  
[Nothing entered]
- **Anticipated HR Changes**  
[Nothing entered]

**Service Area Objectives**

- We will expand the No Wrong Door initiative among the Area Agencies on Aging (AAAs) across the Commonwealth.

**Objective Description**

No Wrong Door is a coordinated system of information and access for all persons seeking long-term support; that minimizes confusion; enhances individual choice; and supports informed decision-making. At the federal level it is called Aging and Disability Resource Centers (ADRCs). The program coordinates and communicates services among providers. An important requirement is use of the No Wrong Door system tools.

**Alignment to Agency Goals**

- Agency Goal: Enhance the independence of older Virginians to allow them to remain at home as long as they can safely do so by coordinating programs and services to encourage self-sufficiency.
- Agency Goal: Promote resource partnership expansion.

**Objective Strategies**

- We will work to expand the No Wrong Door system tools both in number of tools as well as the number of AAAs that use them. This will be accomplished only with additional funding or sharing the cost with the participating agencies.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- The number of Area Agencies on Aging business processes incorporated in the No Wrong Door initiative.

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Frequency Comment: Internal Report Tracking

Measure Baseline Value:  Date:

Measure Baseline Description: FY 2007 actual is 13 business processes

Measure Target Value:  Date:

Measure Target Description: VDA plans to bring 3 AAAs in to the NWD System. This includes the Jefferson Area Board for Aging and 2 other AAAs during the first two years of the 2009 ADRC grant.

Data Source and Calculation: The number of business processes that each Area Agency on Aging adopts that is incorporated into the No Wrong Door system tools. The Area Agencies on Aging are asked based on the list of identified business processes the number they have adopted. Examples include: registration, information and referral, UAI, case management/care coordination, NAPIS reporting, and service tracking reporting. This is a total of 6 business processes per AAA.

- Provide transportation for the elderly to obtain needed services to remain independent in their community.

#### Objective Description

Transportation services are provided to older persons to travel to congregate meals, socialization and recreation activities, shopping, and other services available in the community; individual transportation to needed services that promote continued independent living.

#### Alignment to Agency Goals

- Agency Goal: Enhance the independence of older Virginians to allow them to remain at home as long as they can safely do so by coordinating programs and services to encourage self-sufficiency.

Comment: (Providing reliable, convenient, transportation is perhaps the agency's second most important service, after nutrition, that allows the elderly to remain in the home as long as they can safely.)

- Agency Goal: Assure the quality and cost-effectiveness of services funded by the federal and state government.

Comment: (VDA has developed a service standard to ensure a minimum level of quality and provides information on best practices along with monitoring to encourage efficiencies.)

#### Objective Strategies

- VDA provides transportation best practices to AAAs and other significant program contractors.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Number of one-way transportation trips

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Frequency Comment: AAA Monthly Reports

Measure Baseline Value:  Date:

Measure Baseline Description: FY 2007 actual is 505,540 trips.

Measure Target Value:  Date:

Measure Target Description: FY 2012 projected is 570,000 trips. If the price of gasoline stays at the current level of around \$2.50 per gallon for regular unleaded, we anticipate a slight increase in the number of one way trips.

Data Source and Calculation: The AAA Monthly Reports indicating the one-way trips are summed and compared to client level database. Discrepancies are identified and the most accurate number is reported.

- Provide temporary relief (respite) to the caregiver from the 24 hour care they provide to a frail senior.

#### Objective Description

Respite Care provides regular daytime supervision and care to frail, disabled, and institutionally at-risk older adults. Participants require a level of care that ensures their safety, and, with the provision of services ranging from socialization to rehabilitation, may experience an enhancement in their quality of life and level of functioning.

#### Alignment to Agency Goals

- Agency Goal: Enhance the independence of older Virginians to allow them to remain at home as long as they can safely do so by coordinating programs and services to encourage self-sufficiency.

Comment: (Most caregiving to the elderly is provided by the family, other relative, or friend. Caregiver burnout is an issue facing many individuals. Providing a safe place for care recipients is an important necessity to alleviate caregiver burnout.)

- Agency Goal: Assure the quality and cost-effectiveness of services funded by the federal and state government.

Comment: (VDA issues requirements in its proposals to ensure a minimum level of quality and provides information on best practices along with monitoring to encourage efficiencies.)

#### Objective Strategies

- VDA issues a Request For Proposal every five years to encourage providers to examine their respite care programs and ensure resources are appropriately deployed.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Number of individuals served with Respite Care

Measure Class: Other Measure Type: Output Measure Frequency: Annual Preferred Trend: Maintain  
Frequency Comment: AAAs Aging Monthly Reports (AMRs)

Measure Baseline Value: 360 Date: 6/30/2007

Measure Baseline Description: The target of 360 is based on the number of respite care clients provided services in FY 2007.

Measure Target Value: 360 Date: 6/30/2012

Measure Target Description: The target for FY 2012 is 360 clients served.

Data Source and Calculation: The number is an "unduplicated count" of individuals served.

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Service Area Strategic Plan

Department for the Aging (163)

3/11/2014 9:17 am

Biennium: 2010-12

Service Area 2 of 6

Rights and Protection for the Elderly (163 455 06)

Description

VDA contracts with 25 AAAs and other service providers throughout the Commonwealth to provide an array of services. These services include: the Virginia Public Guardian and Conservator Program, Legal Assistance and the state and local Long-Term Care Ombudsman Program.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission  
This service area directly aligns with VDA's mission to foster the independence and well-being of older Virginians and supports their caregivers.
- Describe the Statutory Authority of this Service  
Federal Authority: The Older Americans Act of 1965, as amended (Public Law 89-73).  
  
State Authority: §2.2-700 of the Code of Virginia creates the Department for the Aging, §2.2-702 establishes the responsibilities, §2.2-703 defines the powers and duties to aging persons and area agencies on aging.

Customers

| Agency Customer Group          | Customer                       | Customers served annually | Potential annual customers |
|--------------------------------|--------------------------------|---------------------------|----------------------------|
| Additional program contractors | Additional program contractors | 12                        | 12                         |
| Area Agencies on Aging         | Area Agencies on Aging         | 3                         | 25                         |

Anticipated Changes To Agency Customer Base  
[Nothing entered]

Partners

| Partner        | Description |
|----------------|-------------|
| [None entered] |             |

Products and Services

- Factors Impacting the Products and/or Services:  
[Nothing entered]
- Anticipated Changes to the Products and/or Services  
[Nothing entered]
- Listing of Products and/or Services
  - Services include Elder Abuse Prevention, Guardianship, Legal Assistance, and Long-Term Care Ombudsman.

Finance

- Financial Overview  
The growth of population over 60 compared to the availability of federal and state funding is a concern for AAAs. With the demand for services increasing and the increasing cost of providing the same service year after year, AAAs will need to advocate for more funding, seek other funding sources, and reduce or consolidate existing services.
- Financial Breakdown

|                | FY 2011      |                 | FY 2012      |                 | FY 2011 | FY 2012 | FY 2011 | FY 2012 | FY 2011 | FY 2012 |
|----------------|--------------|-----------------|--------------|-----------------|---------|---------|---------|---------|---------|---------|
|                | General Fund | Nongeneral Fund | General Fund | Nongeneral Fund | 2011    | 2012    | 2011    | 2012    | 2011    | 2012    |
| Base Budget    | \$1,424,447  | \$497,763       | \$1,424,447  | \$497,763       |         |         |         |         |         |         |
| Change To Base | \$0          | \$0             | \$0          | \$0             |         |         |         |         |         |         |



|                    |             |           |             |           |
|--------------------|-------------|-----------|-------------|-----------|
| Service Area Total | \$1,424,447 | \$497,763 | \$1,424,447 | \$497,763 |
| Base Budget        | \$1,424,447 | \$497,763 | \$1,424,447 | \$497,763 |
| Change To Base     | \$0         | \$0       | \$0         | \$0       |

|                    |             |           |             |           |
|--------------------|-------------|-----------|-------------|-----------|
| Service Area Total | \$1,424,447 | \$497,763 | \$1,424,447 | \$497,763 |
| Base Budget        | \$1,424,447 | \$497,763 | \$1,424,447 | \$497,763 |
| Change To Base     | \$0         | \$0       | \$0         | \$0       |

|                    |             |           |             |           |
|--------------------|-------------|-----------|-------------|-----------|
| Service Area Total | \$1,424,447 | \$497,763 | \$1,424,447 | \$497,763 |
| Base Budget        | \$1,424,447 | \$497,763 | \$1,424,447 | \$497,763 |
| Change To Base     | \$0         | \$0       | \$0         | \$0       |

|                    |             |           |             |           |
|--------------------|-------------|-----------|-------------|-----------|
| Service Area Total | \$1,424,447 | \$497,763 | \$1,424,447 | \$497,763 |
| Base Budget        | \$1,424,447 | \$497,763 | \$1,424,447 | \$497,763 |
| Change To Base     | \$0         | \$0       | \$0         | \$0       |

|                    |             |           |             |           |
|--------------------|-------------|-----------|-------------|-----------|
| Service Area Total | \$1,424,447 | \$497,763 | \$1,424,447 | \$497,763 |
|--------------------|-------------|-----------|-------------|-----------|

**Human Resources**

- *Human Resources Overview*  
[Nothing entered]

- *Human Resource Levels*

|                                   |   |
|-----------------------------------|---|
| Effective Date                    |   |
| Total Authorized Position level   | 0   |
| Vacant Positions                  | 0   |
| <b>Current Employment Level</b>   | <b>0.0</b>  |
| Non-Classified (Filled)           | } breakout of Current Employment Level                              |
| Full-Time Classified (Filled)     |   |
| Part-Time Classified (Filled)     |   |
| Faculty (Filled)                  |   |
| Wage                              |   |
| Contract Employees                |   |
| <b>Total Human Resource Level</b> | <b>0.0</b> = Current Employment Level + Wage and Contract Employees |

- *Factors Impacting HR*  
[Nothing entered]

- *Anticipated HR Changes*  
[Nothing entered]

### Service Area Objectives

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- Expand the Virginia Public Guardian and Conservator Program Statewide.

#### Objective Description

The Virginia Public Guardian and Conservator program provides guardian services for those who require the same, but for whom no alternative guardian may be found. A guardian or conservator legally acts in the individuals behalf, determines an individuals appropriate care and placement, and seeks eligibility for public assistance. To qualify for guardian/conservator services the individual cannot care for themselves physically and emotionally (incapacitated), not have any financial resources (indigent), and not have any willing and responsible relative or friend to care for them.

#### Alignment to Agency Goals

- Agency Goal: Assure the quality and cost-effectiveness of services funded by the federal and state government.  
Comment: (VDA issues requirements in its proposals to ensure a minimum level of quality and provides information on best practices along with monitoring to encourage efficiencies.)
- Agency Goal: Secure, protect, and enhance the rights of older Virginians.  
Comment: (By definition individuals who are in the guardian program who are incapacitated - cannot care for themselves physically and emotionally, indigent - they do not have any financial resources and have no willing and responsible relative or friend to care for them. These individuals are vulnerable.)

#### Objective Strategies

- VDA will advocate for additional funding to expand the guardianship program.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Percent of jurisdictions served by the Virginia Public Guardian and Conservator Program

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: In FY 2007, 80 or 60% of the Commonwealth's jurisdictions had a Virginia Public Guardian and Conservator programs.

Measure Target Value:  Date:

Measure Target Description: By FY 2012, provide 108 or 80.6% of the Commonwealth's jurisdictions with a Virginia Public Guardian and Conservator program.

Data Source and Calculation: The measure is calculated by summing the number of Virginia Public Guardian and Conservator served by jurisdictions and converting it to a percentage basis.

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Service Area Strategic Plan

Department for the Aging (163)

3/11/2014 9:17 am

Biennium: 2010-12

Service Area 3 of 6

Meals Served in Group Settings (163 457 01)

Description

VDA contracts with 25 AAAs to provide meal and nutrition services throughout the Commonwealth in congregate (group) settings. These settings provide hot and cold meals, as well as nutrition education, to older persons. The congregate meal centers provide socialization, education, and recreation programs that allow older persons the opportunity to get out of the house and participate in a variety of activities which help them stay mentally alert and physically active.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission  
The Older American's Act focuses heavily on the nutritional needs of the elderly. The strength of this program is to promote proper nutritional needs to maintain a healthy aging population. Unfortunately the elderly in poverty struggle to balance paying for shelter, food, and medical needs - including prescription drugs. Often nutrition is neglected because of the cost or inability of the elderly to care for their own needs due to physical frailty or mental well being such as depression.
- Describe the Statutory Authority of this Service  
Federal Authority: The Older Americans Act of 1965, as amended (Public Law 89-73).  
  
State Authority: §2.2-700 of the Code of Virginia creates the Department for the Aging, §2.2-702 establishes the responsibilities, §2.2-703 defines the powers and duties to aging persons and area agencies on aging.

Customers

| Agency Customer Group  | Customer               | Customers served annually | Potential annual customers |
|------------------------|------------------------|---------------------------|----------------------------|
| Area Agencies on Aging | Area Agencies on Aging | 25                        | 25                         |

Anticipated Changes To Agency Customer Base

Virginia is likely to see an increase in the demand for services with the growth in the elderly population, increased awareness of the availability of services, and a general decrease in the reliance on family members as caregivers.

Partners

| Partner        | Description |
|----------------|-------------|
| [None entered] |             |

Products and Services

- Factors Impacting the Products and/or Services:  
[Nothing entered]
- Anticipated Changes to the Products and/or Services  
[Nothing entered]
- Listing of Products and/or Services
  - This service provides a meal at a nutrition site, senior center or some other congregate setting, a meal which complies with the Dietary Guidelines for Americans. Each meal must provide a minimum of 33 1/3% of the daily Recommended Dietary Allowance (RDA) / Adequate Intake (AI), as established by the Food and Nutrition Board of the Institute of Medicine of the National Academy of Sciences. The congregate nutrition site also provides opportunities for socialization and recreation that may alleviate isolation and loneliness.

Finance

- Financial Overview  
The growth of population over 60 compared to the availability of federal and state funding is a concern for AAAs. With the demand for services increasing and the increasing cost of providing the same service year after year, AAAs will need to advocate for more funding, seek other funding sources, and reduce or consolidate existing services.
- Financial Breakdown

| FY 2011 |            | FY 2012 |            | FY 2011 | FY 2012 | FY 2011 | FY 2012 | FY 2011 | FY 2012 |
|---------|------------|---------|------------|---------|---------|---------|---------|---------|---------|
| General | Nongeneral | General | Nongeneral |         |         |         |         |         |         |

|                    |           |             |           |             |
|--------------------|-----------|-------------|-----------|-------------|
|                    | Fund      | Fund        | Fund      | Fund        |
| Base Budget        | \$374,720 | \$7,736,359 | \$374,720 | \$7,736,359 |
| Change To Base     | \$0       | \$0         | \$0       | \$0         |
| Service Area Total | \$374,720 | \$7,736,359 | \$374,720 | \$7,736,359 |
| Base Budget        | \$374,720 | \$7,736,359 | \$374,720 | \$7,736,359 |
| Change To Base     | \$0       | \$0         | \$0       | \$0         |
| Service Area Total | \$374,720 | \$7,736,359 | \$374,720 | \$7,736,359 |
| Base Budget        | \$374,720 | \$7,736,359 | \$374,720 | \$7,736,359 |
| Change To Base     | \$0       | \$0         | \$0       | \$0         |
| Service Area Total | \$374,720 | \$7,736,359 | \$374,720 | \$7,736,359 |
| Base Budget        | \$374,720 | \$7,736,359 | \$374,720 | \$7,736,359 |
| Change To Base     | \$0       | \$0         | \$0       | \$0         |
| Service Area Total | \$374,720 | \$7,736,359 | \$374,720 | \$7,736,359 |

**Human Resources**

- *Human Resources Overview*  
[Nothing entered]

- *Human Resource Levels*

|                                   |   |
|-----------------------------------|---|
| Effective Date                    |   |
| Total Authorized Position level   | 0   |
| Vacant Positions                  | 0   |
| <b>Current Employment Level</b>   | <b>0.0</b>  |
| Non-Classified (Filled)           | } breakout of Current Employment Level                              |
| Full-Time Classified (Filled)     |   |
| Part-Time Classified (Filled)     |   |
| Faculty (Filled)                  |   |
| Wage                              |   |
| Contract Employees                |   |
| <b>Total Human Resource Level</b> | <b>0.0</b> = Current Employment Level + Wage and Contract Employees |

- *Factors Impacting HR*  
[Nothing entered]
- *Anticipated HR Changes*  
[Nothing entered]

**Service Area Objectives**

- Provide a nutritional meal, nutrition education and an opportunity for socialization and recreation to older Virginians.

**Objective Description**

Group (congregate) meals involves the procurement, preparation, conveyance, and provision of a nutritionally balanced meal that meet one-third of the current recommended dietary allowance for older persons. The provision of meals must occur at designated nutrition sites, which also provide a climate or atmosphere for socialization and opportunities to alleviate isolation and loneliness. VDA contracts with Virginia's 25 AAAs to provide the service.

**Alignment to Agency Goals**

- Agency Goal: Enhance the independence of older Virginians to allow them to remain at home as long as they can safely do so by coordinating programs and services to encourage self-sufficiency.

Comment: (Assuring proper nutrition of the elderly is VDA's most important and largest service. This service allows the elderly to remain in the home as long as they can safely.)

- Agency Goal: Assure the quality and cost-effectiveness of services funded by the federal and state government.

Comment: (VDA has developed a service standard to ensure a minimum level of quality and provides information on best practices along with monitoring to encourage efficiencies.)

**Objective Strategies**

- VDA would like to see a substantial increase in the number of meals. Unfortunately, with rising costs and only marginal increases in funding, VDA encourages the AAAs to continue to provide the same number of meals at the same cost as provided in the previous year. Nationally there is a shift away from congregate (group) meals to the home delivered meals program.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Number of meals served in group (congregate) settings

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Frequency Comment: AAAs Aging Monthly Reports (AMRs)

Measure Baseline Value:  Date:

Measure Baseline Description: For FY 2007 the AAAs provided 857,579 group (congregate) meals.

Measure Target Value:  Date:

Measure Target Description: For FY 2012 the goal for the AAAs is to provide group (congregate) 750,000 meals. This excludes ARRA funds.

Data Source and Calculation: Each Area Agency on Aging (AAA) submits a monthly report (AMR) indicating the number of meals served. All 25 AAAs are summed and reported.

---







|                    | General Fund | Nongeneral Fund | General Fund | Nongeneral Fund |
|--------------------|--------------|-----------------|--------------|-----------------|
| Base Budget        | \$0          | \$418,042       | \$0          | \$418,042       |
| Change To Base     | \$0          | \$0             | \$0          | \$0             |
| Service Area Total | \$0          | \$418,042       | \$0          | \$418,042       |
| Base Budget        | \$0          | \$418,042       | \$0          | \$418,042       |
| Change To Base     | \$0          | \$0             | \$0          | \$0             |
| Service Area Total | \$0          | \$418,042       | \$0          | \$418,042       |
| Base Budget        | \$0          | \$418,042       | \$0          | \$418,042       |
| Change To Base     | \$0          | \$0             | \$0          | \$0             |
| Service Area Total | \$0          | \$418,042       | \$0          | \$418,042       |

**Human Resources**

- *Human Resources Overview*  
[Nothing entered]

- *Human Resource Levels*

|                                   |            |  |
|-----------------------------------|------------|--|
| Effective Date                    |            |  |
| Total Authorized Position level   | 0          |  |
| Vacant Positions                  | 0          |  |
| <b>Current Employment Level</b>   | <b>0.0</b> |  |
| Non-Classified (Filled)           |            | } breakout of Current Employment Level                   |
| Full-Time Classified (Filled)     |            |  |
| Part-Time Classified (Filled)     |            |  |
| Faculty (Filled)                  |            |  |
| Wage                              |            |  |
| Contract Employees                |            |  |
| <b>Total Human Resource Level</b> | <b>0.0</b> | = Current Employment Level + Wage and Contract Employees |

- *Factors Impacting HR*  
[Nothing entered]
- *Anticipated HR Changes*  
[Nothing entered]

**Service Area Objectives**

- Provide fresh fruits and vegetables to seniors while supporting local farmers through the Senior Farmers' Market Nutrition Program.

**Objective Description**

VDA participates in the Senior Farmers' Market Nutrition Program funded by the US Department of Agriculture. VDA issues coupons to participating AAAs to give to seniors that can be redeemed for fresh Virginia grown fruits and vegetables at local farmer's markets.

**Alignment to Agency Goals**

- Agency Goal: Enhance the independence of older Virginians to allow them to remain at home as long as they can safely do so by coordinating programs and services to encourage self-sufficiency.

Comment: (Assuring proper nutrition of the elderly is VDA's most important and largest service. This service allows the elderly to remain in the home as long as they can safely.)

**Objective Strategies**

- Participating Area Agencies on Aging provide one coupon book per eligible senior. If two seniors reside together they one may be eligible for a coupon book. Each coupon book has eight \$5 checks totaling \$40 per coupon book. The Senior Farmers' Market Nutrition Program operates through November of each year. Data for the current/previous year will be available in February of the following year.
- Provide education and technical assistance to farmers about the Senior Farmers' Market Nutrition Program. • Provide nutrition education and technical assistance to AAAs offering the Senior Farmers' Market Nutrition Program.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Number of seniors served

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Frequency Comment: 2009 data will be available in February 2010.

Measure Baseline Value:  Date:

Measure Baseline Description: In FY 2006, 10,142 were seniors served

Measure Target Value:  Date:

Measure Target Description: FY 2012 is 11,000 seniors are expected to be served

Data Source and Calculation: Participating Area Agencies on Aging provide one coupon book per eligible senior. If two seniors reside together each one may be eligible for a coupon book. Each coupon book has eight \$5 checks totaling \$40 per coupon book. The Senior Farmers' Market Nutrition Program operates through November of each year. Data for the current/previous year will be available in February of the following year.

- Number of participating farmers

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Frequency Comment: Number of farmers registered and certified.

Measure Baseline Value:  Date:

Measure Baseline Description: FY 2007 is 148 farmers

Measure Target Value:  Date:

Measure Target Description: FY 2010 is 172 farmers

Data Source and Calculation: The number of farmer identification numbers issued. The number of farmers are identified at the beginning of the program through a registration and certification process.

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Service Area Strategic Plan

Department for the Aging (163)

3/11/2014 9:17 am

Biennium: 2010-12

Service Area 5 of 6

Delivery of Meals to Home-Bound Individuals (163 457 03)

Description

VDA contracts with 25 AAAs to provide meal and nutrition services throughout the Commonwealth to the elderly in their homes. These meals include hot and cold meals, as well as nutrition education, to older persons. The delivered meal also provides and opportunity for someone to check on the wellbeing of the individual.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission

The Older American's Act focuses heavily on the nutritional needs of the elderly. The strength of this program is to promote proper nutritional needs to maintain a healthy aging population. Unfortunately, the elderly in poverty struggle to balance paying for shelter, food, and medical needs - including prescription drugs. Often nutrition is neglected because of the cost or the inability of the elderly to care for their own needs due to physical frailty or mental well being such as depression.

- Describe the Statutory Authority of this Service

Federal Authority: The Older Americans Act of 1965, as amended (Public Law 89-73).

State Authority: §2.2-700 of the Code of Virginia creates the Department for the Aging, §2.2-702 establishes the responsibilities, §2.2-703 defines the powers and duties to aging persons and area agencies on aging.

Customers

| Agency Customer Group  | Customer               | Customers served annually | Potential annual customers |
|------------------------|------------------------|---------------------------|----------------------------|
| Area Agencies on Aging | Area Agencies on Aging | 25                        | 25                         |

Anticipated Changes To Agency Customer Base

[Nothing entered]

Partners

| Partner | Description |
|---------|-------------|
|---------|-------------|

[None entered]

Products and Services

- Factors Impacting the Products and/or Services:

[Nothing entered]

- Anticipated Changes to the Products and/or Services

[Nothing entered]

- Listing of Products and/or Services

- This service provides a meal at the client's place of residence. The meal must comply with the Dietary Guidelines for Americans. Each meal must provide a minimum of 33 1/3% of the daily Recommended Dietary Allowance (RDA) / Adequate Intake (AI), as established by the Food and Nutrition Board of the Institute of Medicine of the National Academy of Sciences. The individual must be someone unable to leave home to attend regular social activities such as a senior center or congregate nutrition site.

Finance

- Financial Overview

The growth of population over 60 compared to the availability of federal and state funding is a concern for AAAs. With the demand for services increasing and the increasing cost of providing the same service year after year, AAAs will need to advocate for more funding, seek other funding sources, and reduce or consolidate existing services.

AAAs are likely to increase the fee-for-service side of their home delivered meals programs.

- Financial Breakdown

| FY 2011 |            | FY 2012 |            | FY 2011 | FY 2012 |
|---------|------------|---------|------------|---------|---------|
| General | Nongeneral | General | Nongeneral |         |         |
|         |            |         |            |         |         |

|                           | Fund               | Fund               | Fund               | Fund               |
|---------------------------|--------------------|--------------------|--------------------|--------------------|
| Base Budget               | \$4,993,260        | \$6,480,254        | \$4,993,260        | \$6,480,254        |
| Change To Base            | \$0                | \$0                | \$0                | \$0                |
| <b>Service Area Total</b> | <b>\$4,993,260</b> | <b>\$6,480,254</b> | <b>\$4,993,260</b> | <b>\$6,480,254</b> |
| Base Budget               | \$4,993,260        | \$6,480,254        | \$4,993,260        | \$6,480,254        |
| Change To Base            | \$0                | \$0                | \$0                | \$0                |
| <b>Service Area Total</b> | <b>\$4,993,260</b> | <b>\$6,480,254</b> | <b>\$4,993,260</b> | <b>\$6,480,254</b> |

**Human Resources**

- *Human Resources Overview*

[Nothing entered]

- *Human Resource Levels*

|                                   |            |  |
|-----------------------------------|------------|--|
| Effective Date                    |            |  |
| Total Authorized Position level   | 0          |  |
| Vacant Positions                  | 0          |  |
| <b>Current Employment Level</b>   | <b>0.0</b> |  |
| Non-Classified (Filled)           |            | } breakout of Current Employment Level                   |
| Full-Time Classified (Filled)     |            |  |
| Part-Time Classified (Filled)     |            |  |
| Faculty (Filled)                  |            |  |
| Wage                              |            |  |
| Contract Employees                |            |  |
| <b>Total Human Resource Level</b> | <b>0.0</b> | = Current Employment Level + Wage and Contract Employees |

- *Factors Impacting HR*

[Nothing entered]

- *Anticipated HR Changes*

[Nothing entered]

**Service Area Objectives**

- Provide a nutritional meal and an opportunity for personal contact to home-bound individuals.

**Objective Description**

Home delivered meals is defined as the procurement, preparation, conveyance, and provision of nutritionally balanced meals that meet one-third of the current recommended dietary allowance for older persons. The meals must be delivered and received at the homes of the individuals. VDA contracts with Virginia's 25 AAAs to provide the service.

**Alignment to Agency Goals**

- Agency Goal: Enhance the independence of older Virginians to allow them to remain at home as long as they can safely do so by coordinating programs and services to encourage self-sufficiency.  
 Comment: (Assuring proper nutrition of the elderly is VDA's most important and largest service. This service allows the elderly to remain in the home as long as they can safely.)
- Agency Goal: Assure the quality and cost-effectiveness of services funded by the federal and state government.  
 Comment: (VDA has developed a service standard to ensure a minimum level of quality and provides information on best practices along with monitoring to encourage efficiencies.)

**Objective Strategies**

- VDA would like to see an increase in federal funds for this program. Unfortunately, with rising costs and only marginal increases in funding, VDA encourages participating AAAs to continue to provide the same number of meals as provided in the previous fiscal year.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Number of meals delivered to home-bound individuals

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Frequency Comment: AAAs Aging Monthly Reports (AMRs)

Measure Baseline Value:  Date:

Measure Baseline Description: For FY 2007 the AAAs provided 2,510,076 home delivered meals.

Measure Target Value:  Date:

Measure Target Description: For FY 2012 the goal for the AAAs is to provide 2,550,000 home delivered meals.

Data Source and Calculation: The AAA Monthly Reports indicating the number of meals served are summed and compared to client level database. Discrepancies are identified and the most accurate number is reported.

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Service Area Strategic Plan

Department for the Aging (163)

3/11/2014 9:17 am

Biennium: 2010-12

Service Area 6 of 6

Administrative and Support Services (163 499 00)

Description

VDA provides oversight responsibilities for coordinating the array of services provided by the 25 AAAs and other service providers throughout the Commonwealth. For each provider, VDA develops a contract for services. The services are defined by service standards, regulations, and policies. VDA staff provide training, technical assistance, and monitoring of contracted programs.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission  
This service is the entire agency's staff which operates VDA's programs to foster the independence and well-being of older Virginians and supports their caregivers.
- Describe the Statutory Authority of this Service  
Federal Authority: The Older Americans Act of 1965, as amended (Public Law 89-73).  
  
State Authority: §2.2-700 of the Code of Virginia creates the Department for the Aging, §2.2-702 establishes the responsibilities, §2.2-703 defines the powers and duties to aging persons and area agencies on aging.  
  
VDA provides staff support to three State Councils / Boards / Commissions: §2.2-711 Virginia Public Guardian and Conservator Program §2.2-718 Alzheimer's Disease and Related Disorders Commission §2.2-2626 Commonwealth Council on Aging.

Customers

| Agency Customer Group          | Customer                       | Customers served annually | Potential annual customers |
|--------------------------------|--------------------------------|---------------------------|----------------------------|
| Additional program contractors | Additional program contractors | 33                        | 45                         |
| Area Agencies on Aging         | Area Agencies on Aging         | 25                        | 25                         |
| Individuals age 60 and older   | Individuals age 60 and older   | 53,873                    | 1,065,502                  |

Anticipated Changes To Agency Customer Base  
[Nothing entered]

Partners

| Partner        | Description |
|----------------|-------------|
| [None entered] |             |

Products and Services

- Factors Impacting the Products and/or Services:  
[Nothing entered]
- Anticipated Changes to the Products and/or Services  
[Nothing entered]
- Listing of Products and/or Services
  - VDA administers the contracts with Virginia's 25 AAAs as well as other service provider to provide an array of services to the elderly.
  - VDA provides considerable outreach and educational activities providing information and assistance to the general public.
  - VDA provides assistance to numerous state programs, task forces, and grant initiatives.

Finance

- Financial Overview  
VDA administration has experienced significant reductions in state funds since 2001. The only exception was in 2007 when the Governor increased VDA's General Fund to provide support for the "No Wrong Door" initiative. As a result of the reduction in state funds for general administration, VDA's reliance on federal funds has grown. VDA has several vacant positions that will remain vacant until funding increases.
- Financial Breakdown



|                           | FY 2011            |                    | FY 2012            |                    |
|---------------------------|--------------------|--------------------|--------------------|--------------------|
|                           | General Fund       | Nongeneral Fund    | General Fund       | Nongeneral Fund    |
| Base Budget               | \$1,293,363        | \$1,560,071        | \$1,293,363        | \$1,560,071        |
| Change To Base            | \$0                | \$0                | \$0                | \$0                |
| <b>Service Area Total</b> | <b>\$1,293,363</b> | <b>\$1,560,071</b> | <b>\$1,293,363</b> | <b>\$1,560,071</b> |

**Human Resources**

- *Human Resources Overview*

[Nothing entered]

- *Human Resource Levels*

|                                   |            |  |
|-----------------------------------|------------|--|
| Effective Date                    |            |  |
| Total Authorized Position level   | 0          |  |
| Vacant Positions                  | 0          |  |
| <b>Current Employment Level</b>   | <b>0.0</b> |  |
| Non-Classified (Filled)           |            | } breakout of Current Employment Level                   |
| Full-Time Classified (Filled)     |            |  |
| Part-Time Classified (Filled)     |            |  |
| Faculty (Filled)                  |            |  |
| Wage                              |            |  |
| Contract Employees                |            |  |
| <b>Total Human Resource Level</b> | <b>0.0</b> | = Current Employment Level + Wage and Contract Employees |

- *Factors Impacting HR*

[Nothing entered]

- *Anticipated HR Changes*

[Nothing entered]

**Service Area Objectives**

- Strengthen Area Agencies on Aging and other contractors compliance within state and federal requirements.

**Objective Description**

VDA staff conducts Program and Financial Compliance Reviews on all agency contractors. VDA reviews all findings to identify trends and to ensure corrective action is pursued.

**Alignment to Agency Goals**

- Agency Goal: Assure the quality and cost-effectiveness of services funded by the federal and state government.

Comment: (VDA has a contractual relationship with the AAAs. VDA develops service standards, regulations and policies to ensure a minimum level of quality, provides information on best practices, and conducts performance and compliance review to encourage efficiencies.)

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Number of Program and Financial Compliance Reviews (PFCRs) with repeated findings

Measure Class: Other Measure Type: Output Measure Frequency: Annual Preferred Trend: Down

Frequency Comment: Performance and Financial Compliance Review reports.

Measure Baseline Value: 2 Date: 6/3/2007

Measure Baseline Description: In FY 2007, there was two (2) PFCR repeat findings.

Measure Target Value: 2 Date: 6/30/2012

Measure Target Description: The target for FY 2012 is two (2) PFCR repeat finding.

Data Source and Calculation: Every year, VDA conducts a PFCR on all AAAs and other significant program contractors. The number of repeat findings between two consecutive years is determined based on a review of PFCRs.

- Ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

#### Objective Description

Virginia state government measures the performance of its agencies in two ways: Agency Performance Measures (program measures) and the Management Scorecard (administrative measures). The Scorecard reports the effectiveness of state agency management on 13 different measures. Each measure is assigned a color-coded rating. Agency heads rate their agency's performance according to the criteria.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- The percentage of frail older Virginians receiving in-home services that remain in the community one year later.

Measure Class:  Measure Frequency:  Preferred Trend:

Frequency Comment: Quarters: June-August, September-November, December-February, March-May.

Measure Baseline Value:  Date:

Measure Baseline Description: Expressed as a percentage

Measure Target Value:  Date:

Measure Target Description: Expressed as a percentage

Long-range Measure Target Value:  Date:

Long-range Measure Target Description: Expressed as a percentage

Data Source and Calculation: Definitions: • Activities of Daily Living (ADL): Involve bathing, dressing, eating, toileting, transferring, bowel and bladder continence. • Frail: Functionally impaired unable to perform at least two activities of daily living without mechanical or human assistance. • In-Home Services: Include Adult Day Care, Checking, Chore, Home Delivered Meals, Homemaker, and Personal Care. • Older Virginians (clients): Age 60 and over. • Quarters: June-August, September-November, December-February, March-May. Input Factors: 1) Number of frail clients that received in-home services during the last quarter and also received in-home services during the same quarter one year ago. 2) Number of frail clients that received in-home services the quarter one year ago. Calculation: Factor 1 divided by Factor 2

- Percent of Governor's Management scorecard categories marked as meets expectations for the agency.

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: The 2005 percentage for VDA is 100%.

Measure Target Value:  Date:

Measure Target Description: The 2012 percentage target for VDA is 100%.

Data Source and Calculation: The Management Scorecard grades agencies on 13 items. The measure is calculated by taking the number of items where the agency scored "Meets Expectations" and dividing by 13.

- Strengthen the culture of preparedness across state agencies, their employees and customers.

#### Objective Description

This goal ensures compliance with federal and state regulations, policies and procedures for Commonwealth preparedness, as well as guidelines and best practices promulgated by the Assistant to the Governor for Commonwealth Preparedness, in collaboration with the Governor's Cabinet, the Commonwealth Preparedness Working Group, the Department of Planning and Budget and the Council on Virginia's Future.

**Alignment to Agency Goals**

- Agency Goal: Assure the quality and cost-effectiveness of services funded by the federal and state government.

Comment: The goal supports achievement of the Commonwealth's statewide goal of protecting the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

**Objective Strategies**

- The agency Emergency Coordination Officer will stay in regular communication with the Office of Commonwealth Preparedness, the Virginia Department of Emergency Management, and other Commonwealth Preparedness Working Group agencies.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Agency Preparedness Assessment Score

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: 2008 Agency Preparedness Assessment Results

Measure Target Value:  Date:

Measure Target Description: Minimum of 75%

Data Source and Calculation: The Agency Preparedness Assessment is an all-hazards assessment tool that measures agencies' compliance with requirements and best practices. The assessment has components including Physical Security, Continuity of Operations, Information Security, Vital Records, Fire Safety, Human Resources, and Risk Management and Internal Controls.