



**FY 2015 PERFORMANCE PLAN  
DC Office on Aging**

**MISSION**

The mission of the District of Columbia Office on Aging (DCOA) is to advocate, plan, implement, and monitor programs in health, education, employment, and social services which promote longevity, independence, dignity, and choice for older District residents (age 60 plus), persons living with disabilities (age 18 to 59), and their caregivers .

**SUMMARY OF SERVICES**

DCOA provides customer information, assistance, outreach, and employment/training services for District seniors, people living with disabilities, and caregivers so that they can be better informed about aging and disability issues, live a quality life, and maintain their independence.

The agency also offers home health, adult day care, nutrition, case management, residential facilities, elder rights assistance, health promotion, wellness, counseling, legal, recreation, transportation, and caregiver services for District residents to allow older residents an opportunity to remain at home and in the community for as long as possible.

The agency management gives administrative support and the required tools to achieve operations and programmatic results, which is standard for all agencies using performance-based budgeting.

**PERFORMANCE PLAN DIVISIONS**

- Customer Information, Assistance and Outreach
- In-Home and Continuing Care/Community-Based Support
- Agency Management

**AGENCY WORKLOAD MEASURES**

Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual
Number of homebound meals served	402,072	413,694	542,816
Number of congregate meals served	270,116	262,041	313,651
Number of unduplicated customers provided trips to and from medical related appointments	1,625	2,674	3,211
Number of unduplicated customers provided trips to and from social/recreational activities	N/A	N/A	9,366
Number of individual legal advocacy hours provided to customers (legal advice, estate planning, property taxes, etc.) <sup>1</sup>	8,952	8,162	9,983

<sup>1</sup> New measurement being reported in FY 2015.



<b>Measures</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Actual</b>
Number of customers actively attending Senior Wellness Centers	2,535	2,764	2,957
Number of older adults, 60 years and over, receiving information, referral and assistance through the Aging and Disability Resource Center	866	4,240	15,140
Number of individuals living with disabilities, ages 18-59, receiving information, referral and assistance through the Aging and Disability Resource Center	541	1,206	5,422
Number of caregivers receiving information, referral and assistance through the Aging and Disability Resource Center	12	149	447
Number of seniors receiving employment and training assistance	433	1,120	438
Percent of family caregivers self-reporting improved ability to provide care <sup>2</sup>	99%	100%	100%

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<sup>2</sup> New measurement being reported in FY 2015.



## *Customer Information, Assistance, and Outreach Division*

### **SUMMARY OF SERVICES**

DCOA provides its customers with information, assistance and outreach for a variety of long-term care needs to enhance and increase the knowledge of older adults, persons living with disabilities and caregivers about our programs and services offered in the District. The agency also provides job counseling and placement opportunities for residents age 55 and older to help them gain employment in the District of Columbia.

**OBJECTIVE 1: Provide robust outreach efforts and disseminate more information intended to bring about a greater awareness of senior services and better serve and attract the underserved population through the expansion and development of new services and campaigns (Age-Friendly DC Goal: Domain # 7).**

**INITIATIVE 1.1: Continue to increase DCOA's public awareness by conducting an external survey of the District's older adult and disabled population (Age-Friendly DC Goal: Domain # 7).**

According to Census data, there are nearly 104,000 seniors in the District of Columbia, but DCOA currently serves approximately 32,000 District residents. In 2014, DCOA began to expand its public awareness efforts by facilitating informational sessions, hosting outreach events, and developing tangible earned and social media strategies to help reach additional residents. These tactics included, expanding outreach to earned media stakeholders to highlight key programs, new initiatives and events geared towards our target audiences. For FY15, DCOA will continue to expand our public awareness campaign and will conduct an external survey to District residents to explore what interests them and how the agency can better connect them to vital services.

**Completion Date: September 2015 and ongoing.**

**INITIATIVE 1.2: Promote intergenerational programming in order to combat social isolation, increase emotional support, and offer learning opportunities (Age-Friendly DC Goal: Domains # 4 & 5).**

DCOA will establish a partnership with a community-based organization to help recruit and train (30) thirty senior volunteers that will be assigned to selected early childhood programs in District of Columbia Public Schools (DCPS). The non-profit will provide a community core manager dedicated to supervising and implementing the curriculum to be utilized by senior volunteers. In addition, DCOA will work with the non-profit to facilitate training sessions, assign program locations, and provide technical assistance and ongoing support to the volunteers at the selected DCPS sites. Volunteers will serve approximately eight (8) hours per week during the academic school year. Additionally, the agency will also partner with a community-based organization to assist with the recruitment of approximately ten (10) seniors that will serve as surrogate grandparents to selected youth in need of mentorship, guidance, and educational reinforcement. These programs will further reinforce community involvement, decrease social isolation, and increase emotional support for seniors.

**Completion Date: September 2015 and ongoing.**



**INITIATIVE 1.3: Publish DCOA’s first-ever annual data report.**

DCOA provides a myriad of services that makes a profound difference in the quality of life for older adults and persons living with disabilities. In order to capture the quality of our services in tandem with the build out of DCOA’s new database system, the agency will produce an annual data report for distribution outlining accomplishments, benefits, value and the impact of programs and services. DCOA plans to print 2,000 hard copies to be distributed among our various stakeholders by mail or through our external relations channels. In addition, we will post a PDF version on our website. The publication will include data around the agencies programs, services and demographic information based on the needs assessment, policy papers, and other statistical resources.

**Completion Date: September 2015.**

**INITIATIVE 1.4: Continue outreach campaign for older adults and persons living with disabilities who reside in the District’s public housing apartment units (Age-Friendly DC Goal: Domain # 7).**

In 2014, DCOA began to collaborate with the District of Columbia Housing Authority (DCHA) to address a target population of older adults and persons living with disabilities who reside within apartment buildings managed by DCHA. Many older adults living in DCHA units are often head of households with children under the age of 18 and may be in dire need of special aging services because of their unique circumstances in raising grandchildren. In FY15, DCOA will continue this partnership and plans to expand direct contact with our target population by reaching out to individuals within the apartment buildings to provide information referrals for older adults and persons living with disabilities.

**Completion Date: September 2015 and ongoing.**

**INITIATIVE 1.5: Expand DCOA’s partnerships with other District agencies to help expand DCOA services and bring about a greater awareness of senior services offered in the District (Age-Friendly DC Goal: Domains # 5, 7, 9).**

DCOA will partner with the District of Columbia Public Library (DCPL) to coordinate services to residents on DCOA’s home delivered meals program. Residents who are on the home delivered programs and have visual impairments will receive braille reading materials, and individuals with hearing impairments will be provided specialized books. DCPL will help to disseminate DCOA’s newsletters at their locations, and will provide outreach on their websites and social media sites to increase awareness of existing programs and services provided by DCOA.

DCOA will also partner with Metropolitan Police Department (MPD) and D.C. Fire and Emergency Medical Services Department (FEMS) to improve referrals and coordination of services for senior residents and their caregivers. In coordination with MPD’s victim service programs, we will provide referrals to victims who may utilize DCOA’s short- and long-term services to support them with the ongoing physical and emotional recovery process following a tragic event. Working with FEMS’s “Street Calls” program, we will improve DCOA’s ability to connect customers to needed non-emergency resources in the community.

Additionally, DCOA will continue our important work with the Office of Unified Communications in order to educate more seniors in each ward on the importance of setting up a Smart911 safety profile. The profiles allow residents to input vital personal and medical



information for each member of the household. This helps first responders and call takers to have important data in case of emergency. The goal is to establish Smart911 profiles for an additional 500 seniors in FY15. **Completion Date: September 2015 and ongoing.**

**OBJECTIVE 2: Continue to develop active and vibrant neighborhood to create new economic opportunity and support a high quality of life, for the District’s older adults and persons living with disabilities through the Mayors Sustainable DC Plan (Age-Friendly DC Goal: Domain # 4).**

**INITATIVE 2.1. Increase support to older adults and persons living with disabilities searching for employment and assistance with career counseling, and resume assistance (Age-Friendly DC Goal: Domain # 6).**

DCOA will seek to partner with the Department of Employment Services in order to support older adults and persons living with disability search and connect to sustainable employment. The agency will also collaborate with new and existing businesses in order to place skilled and qualified residents in desired positions. DCOA will also work to place the agency’s target population in training programs in order to improve their employability.

**Completion Date: September 2015 and ongoing.**

**INITATIVE 2.2. Work with community partners to reduce food waste and expand nutrition supplemental program (Age-Friendly DC Goal: Domain # 8).** In FY15, DCOA will fully implement “What-A-Waste,” a pilot program with the National Foundation to End Senior Hunger, to measure, reduce, and reuse the food waste from congregate meals sites and turn it into compost. The program will also record waste produced at (3) three senior wellness centers and analyze this data. The agency will use the cost savings from the program in order to feed additional seniors and begin to strategize and evaluate new policies. Additionally, the agency will expand its nutrition supplemental selections to residents by offering two new types specific to issues with diabetes and kidney disease and three flavors for each supplemental type. **Completion Date: September 2015.**

**KEY PERFORMANCE INDICATORS – Customer Information, Assistance, and Outreach**

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY2015 Projection	FY2016 Projection	FY2017 Projection
Number of newly registered Smart911 residents	N/A	1,000	603	700	750	800
Number of people receiving jobs with pay rate above minimum wage	N/A	80	52	90	95	100
Percent of customers at Senior Wellness Centers self-reporting an increase in awareness and practice of healthy habits (annual survey)	90%	90%	N/A	90%	90%	90%
Percent decrease in food waste produced by meal programs at congregate meal sites.	N/A	N/A	N/A	20%	10%	10%



## *In-Home and Continuing Care/Community-Based Support*

### **SUMMARY OF SERVICES**

DCOA has the goal of helping District residents remain as independent as possible in the community and in the home of their choice. The agency offers a variety of community-based services and supports to District older adults (ages 60 and over), people living with disabilities (ages 18 and older), and their caregivers. Additionally, DCOA offers assistance with employment, obtaining affordable housing, and options counseling for long-term care decisions.

**OBJECTIVE 1: Continue to fulfill the Mayor's One City Action Plan by diverting vulnerable residents from nursing home placement by providing aging and disability resources in every ward of the city (Age-Friendly DC Goal: Domain # 8).**

**INITIATIVE 1.1: Improve residents' access to long-term care services and supports, home and community-based resources, and options counseling by improving the quality and capacity of the intake and referral system within the ADRC and increasing coordination with District government sister agencies (Age-Friendly DC Goal: Domains # 7, 8).**

All Information and Referral/Assistance (I&R/A) staff will be trained in accordance with the professional customer service standards of the Alliance of Information and Referral Systems (AIRS). DCOA's ADRC will improve tracking of I&R/A contacts, referrals, and information provision through the implementation of a new call center phone system, and DCOA's new customer database. I&R/A staff will also begin using and contributing to the District-wide I&R resource database currently used by DC's 311 and 211 services. The training of staff and improved tracking of request will allow for increased customer service satisfaction. Additionally, DCOA's ADRC will participate as part of a workgroup of several District health and human service agencies to begin structuring a 'No Wrong Door' system in which agency staff are cross-trained to ensure District residents experience the fewest number of transferred calls before arriving at the information they need, and receive the same information about home and community-based resource options regardless of the agency they contact for services. **Completion Date: September 2015 and ongoing.**

**INITIATIVE 1.2: Improve outreach to external stakeholders about ADRC's Nursing Home and Hospital Discharge transitional programs in order increase the number of residents who are able to age-in-place (Age-Friendly DC Goal: Domain # 7).**

DCOA's ADRC will develop new and improved outreach materials to reflect the mission and scope of the program, and create a systematic outreach plan to reach all stakeholders: customers, caregivers, nursing facilities, hospitals, community-based organizations, advocates and other District government sister agencies, about the range of home and community-based services available to District residents. These new materials will educate residents about all of the transitional services within DCOA.

**Completion Date: September 2015.**





**INITIATIVE 1.3: Expand the existing dementia-capable system to enhance access to supportive services for individuals with Alzheimer’s disease and related dementia (ADRD) and their caregivers, and individuals with ADRD living alone (Age-Friendly DC Goal: Domain # 8).**

DCOA will continue to implement the District’s first Alzheimer’s disease State Plan. The agency will work with community partners to increase access to home and community-based services and supports for individuals with ADRD living alone through the “Alzheimer’s Disease Initiative” federal grant awarded to DCOA in October 2014. The agency plans on implementing four new programs in collaboration with community partners: 1) DCOA will pilot a “Cluster Care” model of service that coordinates home care aide services to multiple customers within a high-density residential community living alone with ADRD; 2) DCOA and community partners will pilot a representative payee program; 3) DCOA will expand Sibley Memorial Hospital’s “Club Memory” program across the city through senior wellness centers; and 4) DCOA will create a behavioral symptom management training program in order to promote understanding of ADRD, how to navigate long-term care options, and managing behavioral issues. **Completion Date: September 2015 and ongoing.**

**INITIATIVE 1.4: Reduce and/or eliminate the number of preventable falls among seniors by coordinating and expanding community services that address physical and environmental factors contributing to falls (Age-Friendly DC Goal: Domains # 3 & 8).**

DCOA will dispatch occupational therapists to seniors’ home to conduct falls assessments. Through this pilot initiative, the agency will provide a comprehensive report containing recommendations on how to eliminate fall hazards in seniors’ homes. Additionally, the agency will begin to expand evidence based programs that focus on muscle strengthening and stability in the senior wellness centers. Environmental changes and strength training together will accomplish the goal of reducing and/or eliminating deaths by falls. According to the District of Columbia’s Chief Medical Examiner, 87 accidental deaths among seniors in the District of Columbia were due to preventable falls in 2013.

**Completion Date: September 2015.**

**OBJECTIVE 2: Enhance and maintain community living for seniors and people living with disabilities through the implementation of DCOA’s 5-year strategic plan.**

**INITIATIVE 2.1: Increase hours and expand programs at the District’s senior wellness centers (Age-Friendly DC Goal: Domains # 1, 4, 8).**

In order to accommodate working older adults and make sure they have the opportunity to utilize and enjoy the benefits of DCOA’s senior wellness centers, the agency will increase hours of operation. Senior wellness centers will be open in the evenings and weekends, and services will include meals. The centers will also hire a clinical staff member and provide salad bars to improve nutrition. Additionally, the agency will implement an intergenerational garden pilot program in two centers to educate seniors on healthy eating, provide intergenerational programming with youth interns from Common Good City Farm, and increase access to fresh produce. **Completion Date: September 2015.**



**INITIATIVE 2.2: Expand DCOA’s Home Delivered Meal Program to fight against senior hunger (Age-Friendly DC Goal: Domain # 8).**

DCOA will increase its outreach in order for residents to enroll in the agency’s home delivered meal program. The agency will continue to expand the home delivered meal program to allow participants to receive home delivered meals on the weekends. This weekend expansion should dramatically cut down the number of older adults who are faced with the threat of hunger. **Completion Date: September 2015 and ongoing.**

**KEY PERFORMANCE INDICATORS – In-Home & Continuing Care/Community-Based Supports**

<b>Measures</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Target</b>	<b>FY 2014 Actual</b>	<b>FY2015 Projection</b>	<b>FY2016 Projection</b>	<b>FY2017 Projection</b>
Number of people transitioned from nursing homes back to the community with the appropriate home and community-based supports and services	49	80	34	45	55	65
Number of people discharged from the hospital back to the community with the appropriate home and community-based supports and services	86	60	136	150	175	200
Number of people who received long-term care options counseling services through the ADRC	800	680	1,441	2,000	2,600	3,200
Number of home delivered meals served on Saturdays	N/A	N/A	65,915	134,400	138,000	142,000
Number of congregate meals served at Senior Wellness Centers on Saturdays	N/A	N/A	N/A	7,500	8,250	9,075
Percent of recommended in-home modifications to prevent falls that were implemented	N/A	N/A	N/A	50%	60%	70%
Percent of caregivers self-reporting an increased sense of emotional support through Memory Club	N/A	N/A	N/A	100%	100%	100%





## *Agency Management*

### **SUMMARY OF SERVICES**

The agency management gives administrative support and the required tools to achieve operations and programmatic results to improve the city's infrastructure in an effort to make DC a better place for older residents to live and remain in the communities they love.

**OBJECTIVE 1: Transform the District of Columbia to an Age-Friendly City, an inclusive and accessible urban environment that encourages active and healthy aging for all residents, particularly seniors (Age-Friendly DC Goal: All Domains).**

**INITIATIVE 1.1: Sustain existing senior villages and promote the development of new senior villages in underserved neighborhoods (Age-Friendly DC Goal: Domains # 3, 4, 8)**

In 2015, DCOA will partner with a community based organization to offer technical assistance to new and emerging senior villages in order to strengthen business and organization processes and improve the collection of data. A senior village is an organization designed to provide seniors with access to the proper services and supports as they “age in place” preventing premature nursing home placement. In the past DCOA was able to provide seed funding to establish senior villages in communities that lacked the organization. After reevaluating this effort, the agency has concluded more work needs to be done to lay the groundwork for this organization to grow. **Completion Date: September 2015 and ongoing.**

**INITIATIVE 1.2: Explore the feasibility of adult foster care homes in the District (Age-Friendly DC Goal: Domain # 3 & 8).**

In order to continue to expand opportunities for older adults to age in the community, DCOA will explore the feasibility of rolling out an adult foster care program. Adult foster care has the potential to address the identified affordable housing barriers to successfully transition from institutionalized care back to the community.. Adult foster care provide room, board, and general supervision of personal care services in a family home setting for older adults who require periodic or regular assistance with activities of daily living but who do not require a nursing home level of care. DCOA will study other states' programs, such as Massachusetts and Oregon, and evaluate market opportunities to determine if the District is a prime candidate for successfully implementing an adult foster care program. DCOA will issue a report on the findings and, if applicable, offer recommendations on next steps.

**Completion Date: September 2015.**

**INITIATIVE 1.3: Educate District residents on identification and prevention of elder abuse and mandatory reporting (Age-Friendly DC Goal: Domain # 10).**

In 2015, DCOA's Elder Abuse Prevention Committee (EAPC) will expand the “Money Smart for Older Adults” pilot program, a training program offered through a formal partnership with Federal Deposit Insurance Corporation and the Consumer Financial Protection Bureau. The informational sessions at DCOA's senior wellness centers and other senior residential facilities will provide tips on how to prevent



common fraud, scams and other financial exploitation. Additionally, the agency will be releasing a guide and will commit to six (6) trainings in FY 2015 to staff and community partners on mandatory reporting of abuse of older adults and persons living with disabilities. **Completion Date: September 2015.**

**INITIATIVE 1.4: Coordinate with community partners to expand and increase access to services for Veterans (Age-Friendly DC Goal: Domain # 8).**

DCOA will work with community partners and the federal government to expand access to the Veterans Directed Home and Community Based Services (VD-HCBS) program and to ensure a more efficient delivery of services. The VD-HCBS program allows Veterans the opportunity to self-direct their long-term supports and services. Additionally, DCOA will establish a new partnership with the VA Community Resource & Referral Center to increase coordination of services to those in need. **Completion Date: September 2015 and ongoing.**

**OBJECTIVE 2: Oversee the implementation of agency-wide priorities.**

**INITIATIVE 2.1: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor’s Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)**

Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor’s Order 2013-209, the Sustainable DC Transformation Order, and submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency’s internal assessment.

**Completion Date: April 2015**

**KEY PERFORMANCE INDICATORS – Agency Management**

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY2015 Projection	FY2016 Projectio	FY2017 Projection
Average annual amount DCOA saves an older adult that receives services in the community rather than institutional care	N/A	N/A	N/A	\$10,363.60	\$10,674.51	\$10,994.74
Average annual amount DCOA saves an older adult that regularly participates in services that promote aging in place	N/A	N/A	N/A	\$4,907.40	\$5,054.62	\$5,206.26
Number of seniors attending “Money Smart for Older Adults” training	N/A	N/A	N/A	1,000	1,250	1,500
Number of Veterans enrolled in VD-HCBS program	1	N/A	1	10	20	35