



STRATEGIC PLAN

The Ohio Department of Aging (ODA) serves and advocates for the needs of Ohioans age 60 and older. We provide home and community-based services that help elders and others remain in their homes longer, and support consumers of long-term care in multiple settings. We also seek to promote active aging and positive attitudes toward growing older through education, outreach, volunteer programs and other efforts. We work with our elders to ensure their voices are heard and that our programs are not only beneficial, but also easy to access in every Ohio community.

For this strategic plan, the Ohio Department of Aging is made up of five divisions: Division for Community Living, Elder Connections Division, Office of the State Long Term Care Ombudsman, Performance Center Division and the Operations Unit. The Operations Unit is comprised of the Communications and Government Outreach, Fiscal, Legal, Information Systems and Human Resources divisions.



MISSION

Our mission is to deliver practical, person-centered strategies and services that will strengthen and support Ohio's elders and their communities.

CORE VALUES

Promote Independence: Provide resources that foster independence and autonomy throughout the lifespan.

Empower Communities: Deliver sustainable, relevant solutions that empower communities to act within the best interest of their elders.

Challenge Ageism: Promote new perspectives of aging that challenge the traditional declinist narrative.

Advocate for Excellence: Advocate with and for Ohio's elders to ensure their voices are heard and their needs are met.

Engage in Innovation: Engage the aging network by staying innovative, flexible and attentive to the evolving needs of our partners and stakeholders.



AGENCY WIDE GOALS AND OBJECTIVES

GOAL #1

Local networks, who are acting on behalf of ODA, deliver a wide array of high quality services and supports that are person-centered in policy and well-coordinated.

Agency-Wide Objective: Hold ODA's local network partners accountable to ensure maximum resources are dedicated to the needs of Ohio's growing aging population.

GOAL #2

State agencies successfully integrate aging needs into their plans and services.

Agency-Wide Objective: Partner with other state agencies to ensure seamless delivery of ODA services to individuals across the state enterprise.

GOAL #3

Ohio's aging population is connected and engaged with their communities, and their most basic needs are met.

Agency-Wide Objective: Engage with Ohio's aging population at the community level to better identify most critical day-to-day needs.

GOAL #4

Aging Ohioans have access to high-quality program offerings to help maintain their health throughout their lifespans.

Agency-Wide Objective: Deliver, monitor and measure quality programs that focus on the wellness and vitality of our elders.

GOAL #5

Policy makers and taxpayers see ODA as responsible and innovative stewards of resources.

Agency-Wide Objective: Deliver high-quality products and services efficiently.



DIVISION MISSIONS

Division for Community Living (DCL)

The Division for Community Living develops, implements and oversees programs that link services to Ohioans by supporting their ability to live independently in their communities.

Elder Connections Division (ECD)

The Elder Connections Division strategically forecasts and positions Ohio to provide a comprehensive array of aging and disability services and supports that are easily accessed in local communities.

Office of the State Long-Term Care Ombudsman (SLTCO)

The Office of the State Long Term Care Ombudsman advocates for excellence in long-term services and supports wherever consumers live.

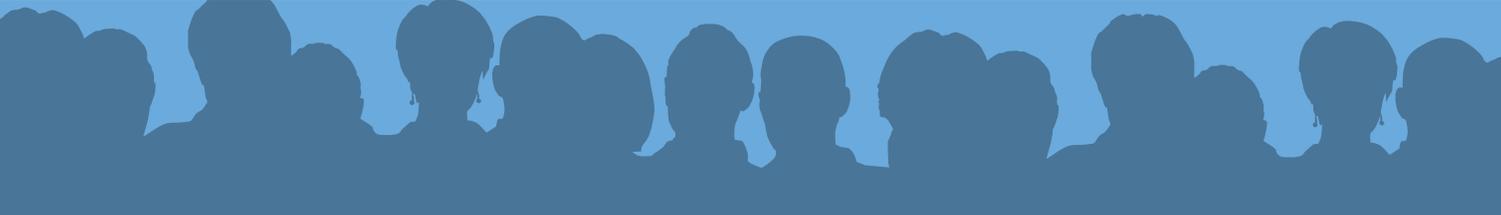
Performance Center Division (PCD)

The Performance Center Division evaluates and advances system wide performance, with a commitment to continuous improvement, performance management, process improvement, monitoring and evaluation to help solve problems and provide viable solutions to meet the needs of Ohio's aging population.

Operations Units

The ODA operations unit is comprised of the Communications and Government Outreach, Fiscal, Legal, Information Systems and Human Resources Divisions. Each operational unit plays an important role in day-to-day support of ODA's customer-facing programs. The operations units consistently look at improving internal processes and efficiencies to ensure ODA divisions operate smoothly.

- Communications and Gov't Outreach (CGO)
- Fiscal (FISCAL)
- Human Resources (HR)
- Information Systems (ISD)
- Legal (LEGAL)



ACRONYMS USED IN THIS PLAN

AAAArea Agency on Aging	HRHuman Resources
ACATAdult Comprehensive Assessment Tool	ISDInformation Systems Division
ACL(U.S.) Administration for Community Living	LTCLong-term Care
CGOCommunications and Government Outreach (Division)	NCI-ADNational Core Indicators - Aging and Disability
CMS(U.S.) Centers for Medicare and Medicaid Services	ODAOhio Department of Aging
DAS(Ohio) Department of Administrative Services	ODMOhio Department of Medicaid
DCLDivision for Community Living	ODMHAS ..Ohio Department of Mental Health and Addiction Services
DODD(Ohio) Department of Developmental Disabilities	OHT(Governor’s) Office of Health Transformation
ECDElder Connections Division	PAAPASSPORT Administrative Agency
HIPAAHealth Insurance Portability and Accountability Act	PCDPerformance Center Division
	SAMSSocial Assistance Management System
	SLTCOState Long-Term Care Ombudsman



Goal 1

Local networks, who are acting on behalf of ODA, deliver a wide array of high quality services and supports that are person-centered in policy and well-coordinated.

AGENCY WIDE OBJECTIVE #1:

Hold ODA's local network partners accountable to ensure maximum resources are dedicated to the needs of Ohio's growing aging population.

Division for Community Living

1. Establish and evaluate the implementation of a coordinated monitoring process to ensure PAAs are meeting operational requirements; utilize data to support ongoing quality initiatives that improve enrollee outcomes.
2. Create a reporting infrastructure for monitoring results to be gathered, analyzed, and communicated to ODM to demonstrate compliance with federal home and community-based services community characteristics and other Medicaid requirements.

Elder Connections Division

1. Establish standards for comprehensive service packages for what matters most to Ohio elders.
2. Cultivate volunteerism opportunities to amplify and support the work of the AAAs and other locally based services that support and serve elders.
3. Develop compliance standards for the AAAs that are based on the Older Americans Act's requirements and expectations.
4. Promote the use of educational campaigns in the AAAs to target associations whose members directly or indirectly serve or support Ohio elders.

Office of the State Long-Term Care Ombudsman

1. Conduct Designation and Service Reviews in nine to twelve regional ombudsman programs annually.
2. Review and improve ombudsman guidance ("tip sheets") to promote high-quality ombudsman services.
3. Revise the Performance Achievement Tool to measure ombudsman practice.

Performance Center Division

1. Review and restructure annual monitoring frequency to complete in real time, not once per year.
2. Develop dashboard and solutions management tools to provide real-time data solutions for the AAAs.

Operations Units

1. **Communications and Gov't Outreach** – Develop and disseminate a comprehensive marketing strategy to the communications and public relations staff at the area agencies on aging and PAAs to ensure local outreach and messaging to stakeholders, providers and consumers is consistent and on point.
2. **Legal** – Create and lead implementation of provider compliance training and monitoring.
3. **Information Systems** – Modernize SAMS in partnership with division leadership.



Goal 2

State agencies successfully integrate aging needs into their plans and services.

AGENCY WIDE OBJECTIVE #2:

Partner with other state agencies to ensure seamless delivery of ODA services to individuals across the state enterprise.

Division for Community Living

1. Establish a collaborative process to review and modify the state's waivers for individuals with a nursing home level of care to create common practice expectations, promote efficiency and improve consumer outcomes.
2. Participate in workgroups with other state agencies (including DODD and ODMHAS) to develop Medicaid policy impacting clients served by ODA, and work collaboratively with stakeholders to implement such policy.
3. Engage in and support the development of Ohio's managed long-term care services and supports system, providing data and collaborative input to ensure the needs of Ohio's seniors are reflected in program design.

Elder Connections Division

1. Identify and develop solutions with key state agencies to ensure that elder needs are considered and, where possible, infused into agencies' customer-facing lines of business.
2. Identify and connect with agencies that provide the same or similar services to refine and align service delivery of those services.
3. Utilize the State Health Improvement Plan to expand partnerships within the OHT agencies to support, align, enhance and adopt practices and services that are beneficial throughout the lifespan.

Office of the State Long-Term Care Ombudsman

1. Implement Trauma-Informed Care training for long-term care facilities and regional ombudsman programs in partnership with the ODMHAS.
2. Advocate for ODMHAS to implement an electronic system for adult care facility licensure.
3. Implement the Staff Engagement in Person-Centered Care nursing home quality improvement project and provide timely reports to the Ohio Department of Medicaid.

Performance Center Division

1. Develop quarterly metric reporting with ODA information, data and statistics to share with other state agencies.
2. Use Lean Ohio techniques and process improvement ideas to implement strategies for AAAs to fix common business process issues.
3. Collaborate with division leadership to create and sustain a toolkit of solutions-focused, continuous quality improvement methods to common process challenges.

Operations Units

1. **Communications and Gov't Outreach** – Develop and disseminate a statewide comprehensive marketing strategy that can be shared with other state agencies that helps promote and support efforts to improve the safety and well-being of older adults in Ohio.



Goal 3

Ohio's aging population is connected and engaged with their communities, and their most basic needs are met.

AGENCY WIDE OBJECTIVE #3:

Engage with Ohio's aging population at the community level to better identify most critical day-to-day needs.

Division for Community Living

1. Facilitate ODA participation in the NCI-AD survey to gather data on individual health and wellness, identify areas of need and coordinate with appropriate state and local entities to develop strategies that address those "hot spots."
2. Create Ohio's statewide "No Wrong Door" access initiative by leading the implementation of the Ohio benefits LTC program (the federal balancing incentive program) and partner with ODM and local community partners to monitor implementation and engage in systems improvement activities based on findings.

Elder Connections Division

1. Collaborate with CGO to establish and manage program-specific communications plans and collateral that better position our AAAs to optimize their public awareness, education and marketing efforts for Older Americans Act programs.
2. Collaborate with the AAAs to create (or enhance existing) impactful models and strategies that foster partnerships at their local levels so that resources and capabilities can be leveraged and amplified, resulting in more robust community solutions for Ohio elders.

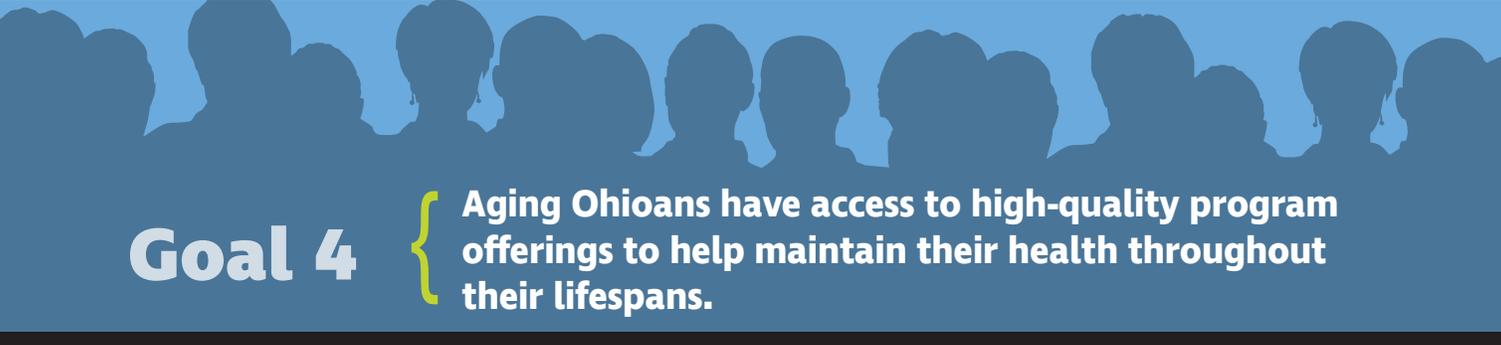
Office of the State Long Term Care Ombudsman

1. Promote the Office of the State Long-Term Care Ombudsman as an organization in need of volunteers to increase opportunities for community engagement while creating more regular ombudsman presence for consumers of long-term services and supports.

Operations Units

1. **Communications and Gov't Outreach** – Develop and deliver a comprehensive marketing strategy to consumers using various channels to promote and support efforts to improve the safety and well-being of older adults in Ohio.
2. **Information Systems** – In partnership with division leadership, develop and implement the ACAT tool.





Goal 4

Aging Ohioans have access to high-quality program offerings to help maintain their health throughout their lifespans.

AGENCY WIDE OBJECTIVE #4:

Deliver, monitor and measure quality programs that focus on the wellness and vitality of our elders.

Division for Community Living

1. Create and implement a shared living service that supports the development of the long-term care continuum in PASSPORT capable of addressing the unique and evolving needs of individuals with dementia or other cognitive impairments.
2. Establish a system through which the state's PAAs are rewarded for meeting certain quality and performance benchmarks set by ODA.

Elder Connections Division

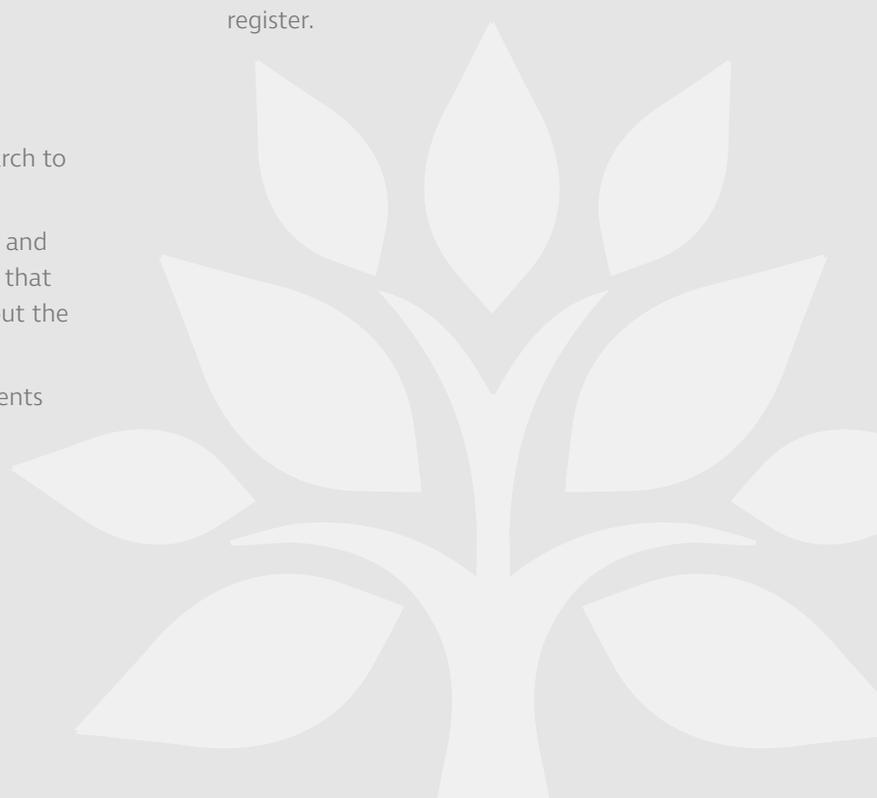
1. Assess our existing evidence-based programs in comparison to national best practices and research to ensure program quality and outcomes.
2. Collaborate with AAAs to inventory needs, gaps and opportunities regarding products and programs that enable elders to maintain their health throughout the lifespan.
3. Implement newly identified program improvements and offerings.

Office of the State Long Term Care Ombudsman

1. Develop a nursing home quality improvement project to reduce the use of antipsychotic medications for elders living with dementia.

Operations Units

1. **Information Systems** – Lead development and maintenance work on a health and wellness training register.





Goal 5

Policy makers and taxpayers see ODA as responsible and innovative stewards of resources.

AGENCY WIDE OBJECTIVE #5:

Deliver high-quality products and services efficiently.

Division for Community Living

1. Partner with ODM to align waiver service specifications and rates to ensure administrative and operational consistency across Medicaid home and community-based waivers serving individuals with a nursing facility level of care.

Elder Connections Division

1. Establish evidence that confirms the value and benefit of ECD and Older Americans Act services that are delivered in Ohio communities; establish program success measurements utilizing data and feedback.
2. Collaborate with CGO to establish an ECD outreach campaign to associations whose members influence local government decisions.

Office of the State Long Term Care Ombudsman

1. Review regional ombudsman program plans and budgets to assure efficient and effective program performance.
2. Develop a report about consumer experiences in MyCare Ohio for presentation to ODM, ACL and CMS.
3. Actively participate in the Ohio Adult Protective Services Advisory Council to contribute to strength of the network responding to elder abuse, neglect and exploitation.

Performance Center Division

1. Establish processes to measure the progress of the state plan and the AAA strategic area plans.
2. Create a comprehensive picture of the O4A network business model of each AAA.

Operations Units

1. **Communications and Gov't Outreach** – Lead internal effort to create division-specific communications and marketing plans to assist in connecting with division network partners and individual consumers.
2. **Fiscal** – To enhance efficiency and improve performance of grants management, participate in the development of the new Enterprise Grants Management system as an initial pilot agency.
3. **Fiscal** – In partnership with the Treasurer of State, develop an online solution to accept Bed Fee and Consumer Guide payments to improve efficiency, timeliness and accountability in the collection of fees.
4. **Human Resource** – To increase process and system efficiencies, ensure ODA's participation in the second phase of both the Document Management System and Kronos timekeeping rollouts with DAS.
5. **Human Resource** – Collaborate with each division chief to develop and implement cross-training strategies and succession plans that fit within the framework of each employee's duties and responsibilities.
6. **Legal** – Create a package of HIPAA compliance policy and best practices for the agency and the AAAs.