
COUNTY OF DELAWARE SERVICES FOR THE AGING

Four Year Plan for the Period 2016 - 2020



COUNTY OF DELAWARE SERVICES FOR THE AGING

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Executive Summary

The County of Delaware, Services for the Aging (COSA) is the designated Area Agency on Aging for Delaware County, Pennsylvania. Founded as part of the County government, COSA has dual accountability to both the County and the Pennsylvania Department of Aging (PDA). COSA plans, coordinates and advocates on behalf of seniors, especially for those who are in the greatest economic and social need.

As a part of our mandate from the PDA and the federal Older Americans Act, COSA is required to develop a comprehensive four year plan. The plan outlines how COSA will fulfill our mission to the seniors of Delaware County from 2016 – 2020.

The American Community Survey 5-Year Estimates (2010 – 2014) indicate minimal growth in the overall population of Delaware County. However, the 60 and over population continues to grow with one in every five County residents over the age of 60. Over one-third of the County residents over the age 65 live with at least one disability. While the largest amount of seniors still live in the eastern section of the County, there is a continued migration towards the western sections of the County which puts an increased demand for senior services in those areas.

To better understand the needs of today's seniors, a survey was created and linked on COSA web-site. The survey was sent to all COSA staff, service providers, Foster Grandparent participants, senior centers and COSA Advisory Council members. Several Advisory Council members presented the information for the survey at local senior group meetings. Discussions were also held with administrative team members for input regarding current and future challenges within the agency.

From the input of seniors, stakeholders and staff, and being consistent with the PDA COSA adopted the following four goals:

- Promote Existing AAA Services
- Improve Access to AAA Services
- Enhance the Quality of Services Offered by the AAA
- Empower the Workforce

Overall it is clear that seniors wish to remain living at home safely while also staying connected to their communities. For many this is understanding services and resources and having finances available. For our staff and providers it is clear there is a need to adapt to the changing environment of aging services. With changes to the aging system also come opportunities for COSA to maximize on our strengths.

Agency Overview

Organizational Structure

Founded in 1789, Delaware County is situated in the southeastern section of the Commonwealth, bordered by Philadelphia to the east, Montgomery County to the North, Chester County to the west and the state of Delaware to the south. There are 49 municipalities within the county ranging from urban settings bordering Philadelphia to more suburban growing settings in the western part of the county. The county is very densely populated with 3,037 people per square mile.

In the early 1970's, the Commonwealth of Pennsylvania was mandated by the federal Older Americans Act to create and designate Area Agencies on Aging (AAAs). At the same time the Home Rule Charter of Delaware County was developed and included a Department of Senior Citizens. As a result, the County Office of Services for the Aging (COSA) was created in January 1975 as both a department of county government and as the state designated Area Agency on Aging. COSA continues dual accountability to both the County of Delaware and the Commonwealth of Pennsylvania through the Pennsylvania Department of Aging (PDA).

On the local level the director of COSA reports to the County Executive Director and is appointed by and ultimately responsible to the Delaware County Council. The County of Delaware contracts with the Pennsylvania Department of Aging (PDA). The PDA serves as the conduit and the administrative department for most federal and all state funds contracted to COSA. The County also contracts federally with the Corporation for National and Community Service for the Foster Grandparent Program.

County Council appoints members to the COSA Advisory Council. Currently there are fifteen members on the Advisory Council representing the interests and needs of seniors throughout the county. The majority of the Advisory Council members are over age 60. Through quarterly meetings, the Advisory Council reviews COSA's programs and policies, advocates for the needs of the seniors in the County, and conveys unmet needs. With guidance from the Advisory Council the following mission and vision statements were developed.

The mission of COSA is to plan, develop, coordinate and administer a comprehensive service system for older adults.

Our vision is to enable and assist seniors to achieve and maintain their highest level of independence, health and quality of life.

The mission and vision of the organization are carried out daily through contracts with various profit and non-profit agencies to provide home and community based care, adult day care, senior centers, OPTIONS care management, volunteer recruitment, APPRISE Health Insurance Counseling, Legal Assistance, Crime Victim Services, Caregiver Support Program,

personal care, congregate and home delivered meals and mental health counseling. An agency staff member is designated as the contract liaison for each contract to advocate for the providers and mediate between provider and consumer needs. We also monitor each contractor at least once a year for contract compliance with the standards of operation.

For a detailed description of the organizational structure, identifying lines of authority please refer to the Organizational Chart at the end of this document. (Attachment A)

COSA's funds are provided through contracts between the County Of Delaware and the Commonwealth. The Pennsylvania Department of Aging uses an allocation formula based on the number of low income, minority, rural and persons over age 75 in each county to determine funding percentages. This funding percentage then determines the amount of funds Delaware County receives from the PDA in our Aging Services Block Grant (ASBG). ASBG funds are generated by Pennsylvania Lottery proceeds and federal Older Americans Act funds. COSA receives additional funds from the Department of Human Services (DHS), the Corporation for National Service, Delaware County, and fees and contributions.

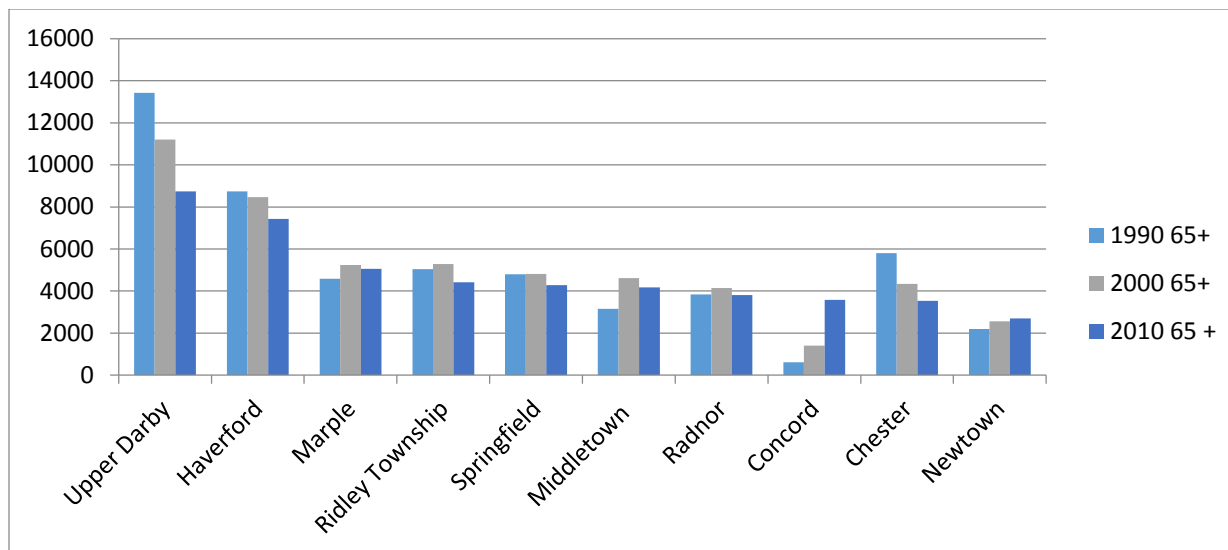
Demographics

Projections indicate that by 2030 there will be more than 70 million Americans over the age of 65, twice as many as there were in 2000. This is due in large part to the Baby Boomer population turning 60. Pennsylvania ranks fourth in percentage of seniors. In Delaware County, 1 in 5 county residents are over the age of 60. With minimal county growth, it should be noted that the over 60 population continues to see growth.

	1990	2000	2010	2014 Estimate
Total County Population	547,561	550,864	558,979	560,775
60+ Population	113,532	106,288	109,394	114,797
60+ pop % of total	20.70%	19.30%	19.60%	20.50%

Delaware County ranks sixth in the state with the number of residents 65 and older. Upper Darby Township continues to lead all municipalities with the most residents 65 and older. However, this number has dropped 35% in the past 20 years. In 1990 their 65+ population was 13,424 and today it is 8,739.

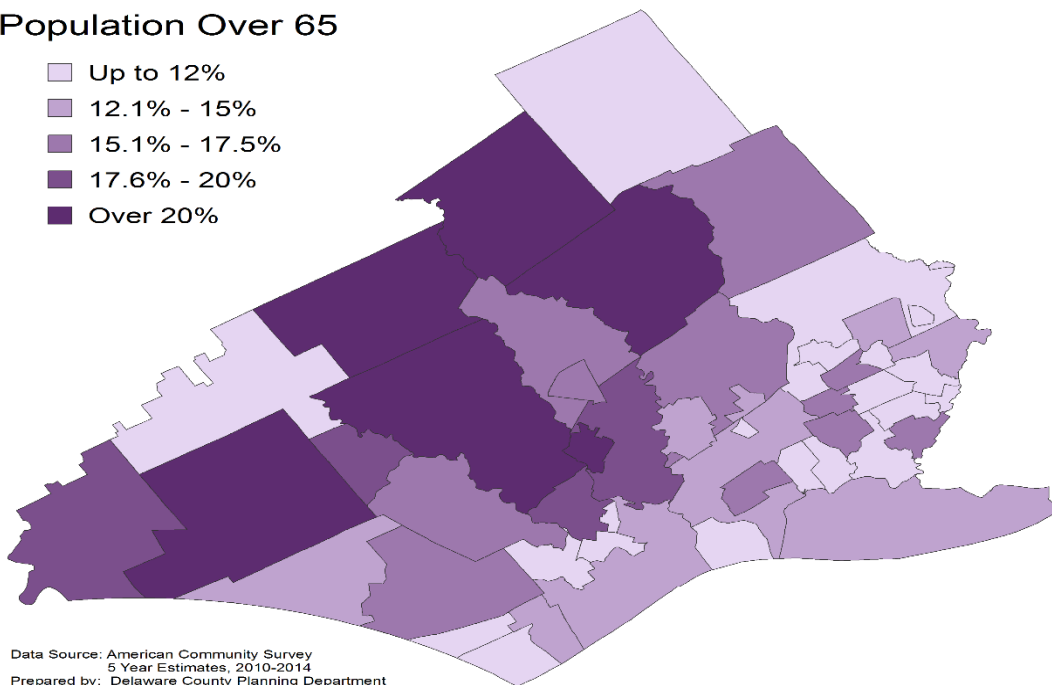
The table below illustrates the raw population numbers of those over age 65 by municipality.



As the population decreases around the Upper Darby and central parts of the county areas, the western part of the county continues to experience the most significant growth in older population. Much of the growth in the western section of the county is a result of the development of senior living and over 55 communities. The map below illustrates the percentage of those over age 65 by municipality.

Population Over 65

- Up to 12%
- 12.1% - 15%
- 15.1% - 17.5%
- 17.6% - 20%
- Over 20%



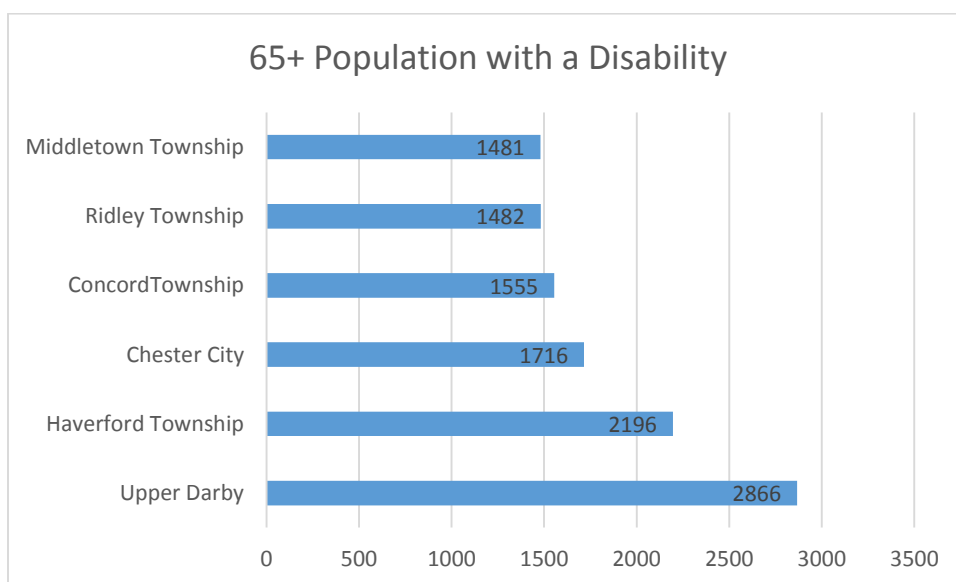
In Delaware County older women outnumber older men 3:2. Additionally older women are more likely to live alone, 35% compared to 19% of men. Seventy percent of the houses in Delaware County were built before 1950; therefore, we have significant numbers of older women living alone in older housing.

Our county remains largely white (71%) followed by African American (19.4%) and Asian (4.7%). However, as African American men and women age, they are more likely to live below poverty than their white counterparts. In particular, African American women over the age of 65 have a 14.1% poverty rate compared to 4.6% for white women at the same age. This is an even higher percentage when talking about Hispanic/Latino women.

The current largest foreign born populations in Delaware County come from India, Korea, Italy, United Kingdom, Vietnam, China and Ireland. There are also emerging African communities primarily in the eastern portion of the County. As an agency, we need to better understand the unique cultures and values associated with these groups and how seniors are viewed within the culture.

Assuring that seniors have access to information from foreign language groups is also important. Nearly 2% of the population in the County reports not being proficient in English.

Of the over 65 population in the County, over 26,000 (33.3%) residents live with some kind of disability. The municipalities with the largest reported number of residents with at least one disability are reported below,



Access to healthcare is vitally important for everyone but especially true for seniors. The adult diabetes rate for Delaware County is 8.5% and the adult obesity rate is 25.7%, both slightly lower than the state rates of 9.1% and 27.2% respectively. Thirteen percent of the adult population in the County is uninsured.

As the senior population increases in the County, so will the demand for financial, health and social supports. There is a need to identify and bridge gaps in healthcare, behavioral health services and long term services and supports to assure seniors can remain living in their chosen environment as safely and as long as possible. This can be accomplished by improving the quality of care while simultaneously reducing healthcare costs.

We currently provide services to over 2,500 senior residents daily through the Aging Waiver, OPTIONS, Caregiver Support, Senior Centers and Information and Referral programs. The main entrance into our long term services and supports is through our Information and Referral department. We average over 50 calls per day and have seen a gradual increase in the number of calls over the past year. Seniors can also enter our system through our website. Hits to our website have spiked over the winter months with over 22,000 visits, and our hits are now nearly triple the amount they had been prior to January 2016.

The services we provide through long term services and supports are in-home hands on personal care, home support, adult day services, and home delivered meals. These services are designed to support seniors in their home living environment as an alternative to nursing home care.

The average consumer in our OPTIONS Program is a white female age 79, with an average of 2.5 Activity of Daily Living (ADL) problems. In the Aging Waiver program, the average consumer is 78, female and a minority. She suffers on average with 5.5 ADL limitations.

Services are also provided in the eight (8) COSA supported senior centers. These centers were strategically located in neighborhoods of high percentages of seniors in low income areas. As seniors are migrating to other parts of the county, the current senior centers are offering expanded programs off-site to assure they are meeting the needs of seniors throughout the county. Senior centers programs offer health and wellness, lifelong learning, information and assistance, cognitive stimulation, volunteer opportunities and meals.

The Journal of the American Geriatric Society has found that 6% of seniors living at home are malnourished, often these seniors simply forget to eat or do not eat because they are alone. Fourteen percent of the adult population report a lack of adequate access to food. By attending a senior center for any of the reasons listed above, a senior will get at least one nutritious meal during the day. Food is a basic need for everyone as is being around others and communicating. Our senior centers meet these needs and offer a more fulfilled aging experience.

Housing remains a high priority of seniors wanting to remain living independently in the community. As mentioned previously, the houses in Delaware County are mostly over 60 years old. In some of the lower income neighborhoods, these older homes have had significant deterioration.

Through the OPTIONS Special Funding, we have helped nearly 600 seniors remain in their home. The goal for this program is to provide repairs and modifications as related to the health and safety of the senior enabling them to remain living in the home. The most commonly provided services are:

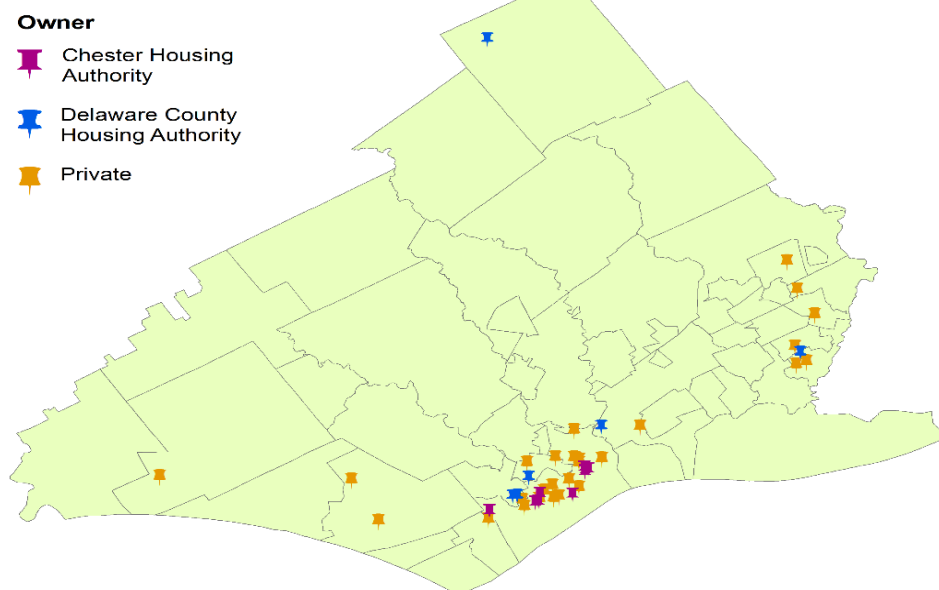
- Roof repairs and replacements
- Window and door repairs and replacements
- Heating and plumbing repairs and replacements
- Stair ride purchase and installation
- Ceiling and wall repairs
- Cement and block work

We also continue to offer and grow the Domiciliary Care program which offers an alternative housing option by providing a supervised living arrangement in a home-like environment. This program benefits adults who are unable to live alone because of age-related impairments or physical, mental or visual disabilities but not to the extent that nursing home care is required.

Life care communities and over 55 communities have grown significantly in the County. However, not everyone can afford these. There remains a need for housing assistance for lower income seniors. The current Affordable Subsidized Housing Inventory is as follows:

- Privately Owned Developments: 2,083 units, 245 accessible, 1,124 age restricted (55+)
- Delaware County Housing Authority: 699 units, 64 accessible, 285 age restricted
- Chester Housing Authority: 880 units, 92 accessible, 253 age restricted
- Primarily all located in the eastern and southern ends of the county (illustrated by the following map)

Affordable Housing Inventory



More and more people are identifying as LGBT (Lesbian, Gay, Bi-Sexual, Transgender). To date, our aging services have not spent much time or effort in understanding the specific needs of this population group especially as they age. Not only will this have an impact on long term services and supports in the community but will impact how the Ombudsman will advocate on behalf of residents of nursing homes.

Nearly 13,000 grandparents are living with their grandchildren in the County. Almost half of these grandparents are responsible for their grandchildren. Of those responsible over half are grandmothers raising these grandchildren alone. This number has been steadily increasing over the past decade. A focused and coordinated effort will be needed to assure services and supports are provided for both the grandparent and grandchild.

Local, Political and Economic Factors

We are fortunate in Delaware County to have the support of the County Executive Director and the County Council members. During this past year's budget impasse, we were able to continue all services and pay all providers. COSA has been voted best senior service organization in Delaware County for three years in a row (2013, 2014, 2015) extending our reputation as experts in the field of aging and as the agency to turn to for help with aging services in Delaware County.

Additionally, during the past four years we have adapted seamlessly to changes in service coordination billing, enrollment and assessment procedures as well as other changes required by the Pennsylvania Department of Aging (PDA) and the Office of Long Term Living (OLTL). We have updated our technology and are more mobile when completing assessments in the community. Our senior centers have transitioned to the Co-Pilot data base and software system (which is compatible with our state-wide data base system) streamlining our information and data capabilities.

January 2017 marks the advent of the Community Health Choices (CHC) managed long term services and supports program. It will begin in the southwestern part of the state. In January 2018, CHC will come to the southeast and Delaware County. Consumers need to be aware of this change and how this will change the way they receive services and from which service providers.

Not only will this be a change for the consumers, but this will be a change for our agency as well. In essence this is a new way of doing business and we will need to be prepared and ready for this change. Many of our programs will need to shift to a business model rather than a social service model. This also means our employees will need to shift as well.

Along with change comes opportunities. First there is the opportunity to create and market new programs for seniors to be purchased through managed care organizations and insurance companies. Additionally, it promotes training opportunities for staff at all levels of the organization.

Needs Assessment

To gather public input for this four-year plan, a survey was created and linked on COSA web-site (Survey is Attachment B). The survey was sent to all COSA staff, service providers, Foster Grandparent participants, senior centers and COSA Advisory Council members. Several Advisory Council members presented the information for the survey at local senior group meetings. Discussions were also held with administrative team members for input regarding current and future challenges within the agency.

Friends, neighbors, relatives and senior centers are the way most seniors hear about our services. And most respondents are familiar with all of our programs and services. The programs most familiar to everyone however are senior centers and home delivered meals. When accessing services, our respondents overwhelmingly chose to do so through the telephone.

Through a series of open ended questions we have identified several areas of importance for seniors and their caregivers. Seniors wish to remain living at home, safely for as long as possible. They want to remain connected to their communities and not be isolated. To accomplish this they want access to information, resources and home care services. Assuring they can navigate through the health care system is important as well having the finances to pay for services or access to programs that can help to pay. Our seniors have indicated that health fairs, newspapers and social media are the best way for them to receive information and learn more about what is available.

Our providers and staff see the need for continued adaptability for the impending changes associated with the Community Health Choices program and other programmatic changes at the state level. Information and training is essential. Continued dialogue with the Office of Long Term Living (OLTL), Pennsylvania Association of Area Agencies on Aging (P4A) and the Pennsylvania Department of Aging (PDA) will be essential as we progress. COSA intends to continue to provide a full array of services to Delaware County residents.

Another theme expressed in our survey is the need for a secure, consistent work force. This is both at COSA and with home care agencies. The workers providing hands on care directly in the consumers' homes provide some of the most important work coming in contact regularly with consumers and providing the necessary care to keep them safely at home. Quality and consistency of workers ranks high.

Recruitment and retention of staff remains a priority at COSA. Staff turnover remains an issue particularly with our front line staff. Working with current staff to identify areas for improvement to increase our retention rates will be key.

Resource Development

COSA has a long history of collaborating with community agencies to pool ideas, services and resources. Heading into this next four year cycle, COSA will continue to take the lead in collaborating with community organizations who work with now or will work with seniors in any capacity.

One way this can be accomplished includes expanded collaborations with the hospital systems operating the hospitals within our boundaries. We are fortunate to have six hospitals operating within our county boundaries part of Crozer Keystone Health System, Mercy Health System and Main Line Health System.

Working with mental health and community partners, the Delaware County Hoarding Task Force will grow resources and develop protocols specific to this disease and the people it affects. Similarly, our relationship with the Delaware County District Attorney's office is strengthening through our work with their Senior Exploitation Unit and their Senior Victims Services program by sharing resources, information and programs.

For the past 14 years we have celebrated Older Americans Month with several activities. In recent years we have combined our Older Americans Month and Senior Games sponsor opportunities to attract more sponsors for these events. Revenue generated from these events in turn is used to support seniors with utility assistance throughout the year. Primarily we focus attention to helping seniors in the winter with fuel assistance. We also purchase fans to be given away each summer. The amount we have generated for this over the 14 years exceeds \$100,000. There is continued room for growth with sponsors and sponsorship opportunities.

Goals, Objectives, Strategies and Performance Measures

Results of our Community Needs Assessment survey indicated that seniors' greatest concern for aging is being able to live independently for as long as possibly, safely in their own home. They also indicated they wanted a continued connection to the community and did not want to be alone. Based on this information along with other information gathered from the Community Needs Assessment survey, we have adopted four overarching goals similar to those of the Pennsylvania Department of Aging. The objectives within each of the goals are specific to the information gathered through the survey with stakeholders, participants, providers and caregivers. These goals, objectives, strategies and performance measures have been developed to serve those County seniors who are:

- in the greatest economic and social need;
- at risk of institutional placement;
- low income; and
- with limited English proficiency.

Goal #1 - Promote Existing AAA Services

Objective – *Increase awareness of County of Delaware, Services for the Aging (COSA) services to potential consumers and their families.* Many people are not aware of the array of services offered through COSA. Through our Community Needs Assessment survey we identified the way seniors prefer to gather their information.

Strategies:

- Maintain updated information on our website
- Utilize latest trend social media to get our information out
- Produce and update “how to” videos for PACE forms, Rent Rebate, etc.
- Participate in local health fairs and expos
- Present information to senior centers and senior groups on a regular basis
- Advertise in the local newspapers
- Develop a series of newspaper articles for regular publication
- Advertise on television cable stations

Performance Measures

- ✓ Increased participation in programs and services offered
- ✓ Increased ‘hits’ on our website
- ✓ More informed seniors and caregivers

Objective – *Improve seniors’ understanding of health insurance coverage.* Understanding health insurance was noted as a priority for seniors and those caring for seniors in our needs assessment survey. With Community Health Choices (CHC), Pennsylvania’s managed long term services and supports coming to Delaware County in January 2018, understanding how this program impacts seniors, their services and their insurance coverage will be vital.

Strategies

- Market and promote the APPRISE Health Insurance Counseling program and all it has to offer during the year and in particular during Open Enrollment – special attention to assuring target populations are reached
- Keep current with changes within the health insurance industry and Medicare and Medicaid programs
- Partner with the Office of Long Term Living to disseminate information explaining the upcoming utilization of Community Health Choices for senior services within Delaware County to begin January 2018.

Performance Measures

- ✓ More seniors are informed regarding Medicare Part D and the changes to coverage
- ✓ Seniors understand how to navigate the newly develop Community Health Choices managed care program

Objective – *Utilize the eight existing senior centers to continue to keep seniors active, healthy, independent and connected socially.* Senior centers play a vital role in delaying seniors need for more formal supports and services.

Strategies

- Develop a comprehensive marketing plan for the Delaware county senior centers that will attract and retain additional seniors from younger “boomer” age seniors to older generation seniors utilizing the senior center services
- Maintain senior centers as community focal points for senior services, information and resources.
- Provide evidenced-based health promotion programs at each senior center for current members as well as for new members identified as needing the program through their health insurance company.
- Collaborate with our mental health provider to offer peer counselors and mentally healthy aging programs
- Develop alternative meal programs that offer healthy options and choice at each of the senior centers assuring seniors have a daily meal available.

Performance Measures

- ✓ More seniors will attend the senior centers daily
- ✓ Younger seniors will utilize the senior centers for programs, services and information

Objective – *Provide outreach to ethnically and racially diverse populations in the County.* Although largely a white population, there is an increase in immigrant populations, particularly from Asia and Africa in the eastern portion of the County. We also have an increase in Spanish speaking residents, particularly in the western part of the County.

Strategies

- Work with the Hispanic Resource Center in Chester City to provide up-to-date information and materials for programs and services
- Develop and maintain relationships with Asian-American leaders
- Establish relationships with emerging immigrant populations

Performance Measures

- ✓ Offer translation services through Language Line interpretation
- ✓ Attend at least one new outreach activity with emerging populations quarterly
- ✓ Identify key leaders and establish working collaborative relationships in minority populations in the County

Objective – *Continue to provide quality home care services to seniors in need.* Our Community Needs Assessment survey indicated that most seniors want to remain at home as long as possible. As their physical and mental health deteriorates, in-home community based services offer an alternative to institutionalized care.

Strategies

- Advocate for annual increases in OPTIONS funding to reduce and/or eliminate waiting lists for in-home services
- Advocate that increases for funding are also passed along to the direct care workers providing the in-home services which are key to maintaining seniors at their homes
- Determine the impact that an increase in the minimum wage will have on the provision of home care services and the costs that would be associated with that
- Promote quality initiatives through regular monitoring of home care agencies and through increased data analysis
- Offer choice of provider agencies to assure all seniors' needs can be met in a way that affords the seniors safety
- Partner and collaborate with hospital systems to develop care transition programs safely transition consumers from hospitals to home

Performance Measures

- ✓ Increase in services to seniors
- ✓ Consistent, quality services will be provided
- ✓ More consumers will be able to be served in their homes

Goal #2 – Improve Access to AAA Services

Objective – *Improve seniors' understanding of managed care, Community Health Choices, and how this impacts their services.* All seniors applying for in-home Aging Waiver services, those in

nursing homes on medical Assistance and those dually eligible for Medicare and Medicaid will be enrolled into a managed care organization by January 2018.

Strategies

- Partner with the Office of Long Term Living to disseminate information explaining the upcoming utilization of Community Health Choices for senior services within Delaware County to begin January 2018
- Develop information that can be disseminated to seniors discussing the changes and explain ways to navigate through this system so that seniors are prepared to utilize this program
- Recruit additional volunteers for the APPRISE Health Insurance program to specifically answer questions related to Community Health Choices

Performance Measures

- ✓ Current Aging Waiver consumers will have access to information related to changes that will occur when Community Health Choices begins in January 2018
- ✓ There will be an increase in volunteers in the APPRISE Health Insurance Counseling Program

Objective – *Promote the use of the Aging and Disability Resource Center (ADRC).* Through the collaborations developed with our ADRC partners we will continue to work to assure there is “no wrong door” when calling for services.

Strategies

- Regular on-going cross trainings with aging and disability groups will produce a better understanding for all workers within the ADRC organizations
- Develop programs to be offered to the County-wide community through collaborative efforts with the ADRC organizations

Performance Measures

- ✓ Meetings with ADRC agencies will occur at least 6 times per year
- ✓ Cross trainings will occur at least 4 times per year
- ✓ There will be special County-wide programs at least 2 times per year

Objective – *Assess all seniors needing a comprehensive assessment for home care services within two weeks of contacting COSA.* Seniors may call either COSA or the Independent Enrollment Broker (IEB), Maximus to begin the process for assessment for needed services.

Strategies

- Scheduling and assessing seniors in need of in-home services is essential to beginning the process to receive services. Our intake workers and scheduler will work diligently to assure consumers are seen within 2 weeks

- Assessors have all been certified and trained for completing assessments and will see and complete assessments timely

Performance Measures

- ✓ Seniors will be assessed and the Clinical Eligibility Determination (CED) will be completed within 2 weeks of the initial contact with COSA

Objective – Advocate for improved and streamlined access to in-home services. From the time a consumer first contacts the AAA the process to receive services can take over 3 months. During this period families and caregivers are stressed and may often find nursing home placement a better option than waiting for in-home services to begin

Strategies

- Work with the Office of Long Term Living, Pennsylvania Department of Aging, Pennsylvania Area Agencies of Aging and the Department of Human Services to develop a streamlined, shortened approach to starting in-home services by shortening the amount of time it takes for the current system to approve services.
- Continue these discussions with the COSA Advisory Council and local legislators to inform them of the time required to begin services.

Performance Measures

- ✓ Seniors will receive in-home services quicker reducing caregiver stress and nursing home placement

Objective – *Better understand the unique needs of underserved special populations of seniors such as the LGBT community and those with mental health issues, especially that of hoarding.* It is important to identify the unique needs of these groups and learn how to provide services that will effectively meet their needs as they age.

Strategies

- Meet with local leaders, service providers and stakeholders representing these groups to better identify unmet needs
- Develop a plan to move forward to provide additional services as identified by the leaders, providers and stakeholders from these groups

Performance Measures

- ✓ COSA will have a better understanding of the needs of underserved special populations
- ✓ Seniors from these specialized groups will receive services in an appropriate and effective manner
- ✓ More seniors will be served in the community without stigma

Goal #3 – Enhance the Quality of Services Offered by the AAA

Objective – *As an organization, adapt to the upcoming changes related to the implementation of the Community Health Choices (CHC) program.* As an agency it is essential to adapt to the changes that will be occurring over the next several years and become more of a business organization rather than a social service organization.

Strategies

- Keep all members of the organization updated on changes as they occur so that everyone knows what is happening
- Meet with the MCO's that are awarded contracts for our area to promote our services and programs
- Develop evidenced based programs through collaborations with our senior centers and hospital systems that can be sold to MCO members

Performance Measures

- ✓ Continue to provide Aging Waiver service coordination to seniors in Delaware County

Objective – *Develop internal organizational strategies to improve customer relations.* It is always important to assure that as an organization we provide top-notch customer service. However as we enter the possibility of being a service provider for managed care organizations, our customer service needs to improve to meet the demands of managed care.

Strategies

- Provide on-going training to workers at all levels on the importance of customer service and ways to improve customer service
- Telephones will be answered timely and/or calls will be returned within an hour
- Provide feedback to each staff member during annual evaluations on areas to improve upon for customer service issues
- Work collaboratively with our union to develop best practice models for staff as a way to improve customer service

Performance Measures

- ✓ Customer service will improve
- ✓ Seniors will receive information and responses to questions quicker

Objective – *Develop a quality improvement plan for all units of the agency.* Through a continual reflection of how we operate we will be able to make changes to improve the quality of our services.

Strategies

- Working with the administrative staff of the agency, we will develop a set of best practices for each unit within the agency
- Working with the administrative staff and each unit we will develop a quality assurance plan for each unit
- Plans will be updated and reviewed regularly

Performance Measures

- ✓ Performance will improve in all areas of the agency
- ✓ Staff members will feel valued for their input and participation in this process
- ✓ Customers will receive better service

Objective – *Better understand and manage data to make informed decisions.* Data analysis will be fundamental when making important program decisions regarding funding and services.

Strategies

- Administrative staff will be taught how to get information from the data base in order to better manage their programs
- Administrative staff will report in bi-monthly reports data that relates to the functioning of their programs
- Base-line data and benchmarks will be established

Performance Measures

- ✓ Decisions will be made regularly affecting change in programs based upon data and performance standards

Objective – *Increase available housing options for seniors.* As seniors age they often need help maintaining their homes both physically and financially. At the same time most seniors note they prefer to remain living in their home or a home environment.

Strategies

- Increase domiciliary care homes available and used by seniors particularly in neighborhoods where there are a large number of seniors currently living.
- Develop a House Sharing program for seniors in Delaware County
- Through civic engagement work with local organizations to provide assistance with minor home repairs and maintenance

Performance Measures

- ✓ Consumers benefitting from domiciliary care will increase each year
- ✓ A House Sharing program will begin by January 2017
- ✓ Consumers will be able to maintain their homes for a longer time through regular minor maintenance updates

Goal #4 – Empower the Workforce

Objective – *COSA will work to recruit and retain qualified workers in all units of the agency.* The heart of the organization rests with the workers and their performance.

Strategies

- Work with current staff to identify issues why people would stay and why people are leaving
- Eliminate potential barriers to retaining staff
- Provide local training to assure staff meet requirements of the program
- Develop additional training to cultivate staffs' needs
- Assure all staff receive required Pennsylvania Department of Aging training in an adequate time frame

Performance Measures

- ✓ More workers will be hired
- ✓ Workers will be qualified to complete the tasks assigned
- ✓ Workers will be retained longer

Objective – *Provide ongoing caregiver support.* Caregivers are essential to helping seniors remain in the community.

Strategies

- Work with the Caregiver Support Program to offer ongoing support and training for caregivers
- Through current caregivers develop new training and resources to support caregivers

Performance Measures

- ✓ Additional caregivers will receive support
- ✓ Caregivers will be better equipped to provide support to loved ones allowing consumers to live in the community longer

Objective – *Create, develop and foster increased volunteer opportunities.* This initiative is for seniors wishing to find meaningful volunteer opportunities as well as those younger wishing to volunteer with seniors.

Strategies

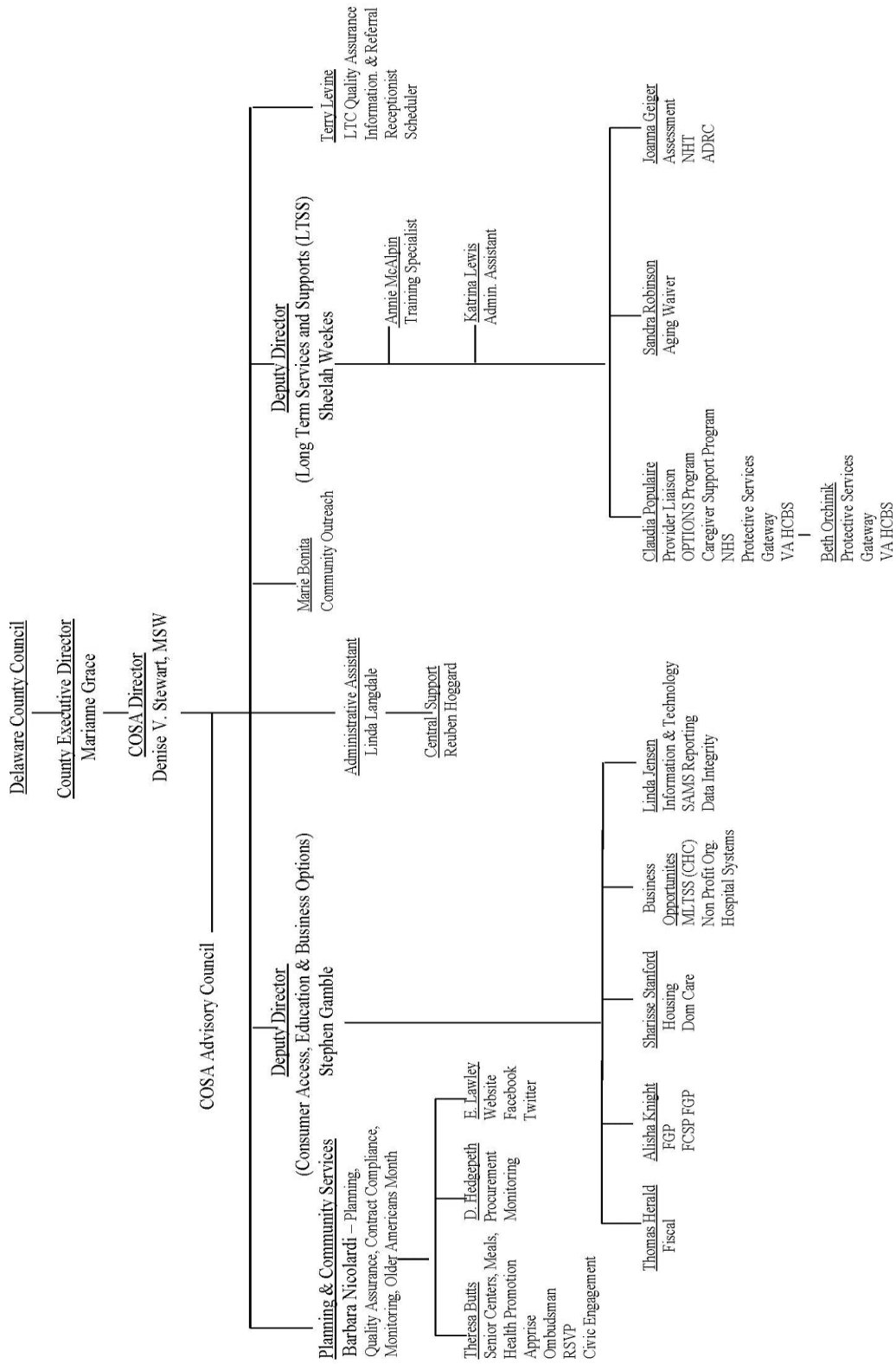
- Work with local Retired and Senior Volunteer Program (RSVP) to foster volunteer opportunities and resources
- Maintain and update an agency volunteer manual
- Provide annual recognition for all volunteers

Performance Measures

- ✓ There will be an increase in the number of volunteers working with seniors
- ✓ There will be an increase in the number of senior volunteers
- ✓ Volunteers will find assignments meaningful

Attachment A

Delaware County Office of Services for the Aging Organizational Chart



6/6/16

Attachment B

Four Year Plan Survey 2016-2020															
<p>1. Have you accessed services provided by the Delaware County Office of Services for the Aging (COSA)?</p> <p><input type="radio"/> Yes <input type="radio"/> No</p>															
<p>2. How were you made aware of COSA and its programs and services?</p> <table><tbody><tr><td><input type="radio"/> Hospital/Doctor</td><td><input type="radio"/> Friend/Neighbor/Relative</td></tr><tr><td><input type="radio"/> Senior Center</td><td><input type="radio"/> Other Social Services Agency</td></tr><tr><td><input type="radio"/> Care Manager</td><td><input type="radio"/> Health Insurance Company</td></tr><tr><td><input type="radio"/> Website</td><td><input type="radio"/> Home Care Agency</td></tr><tr><td><input type="radio"/> Newspaper ad or other publication</td><td><input type="radio"/> Other</td></tr><tr><td><input type="radio"/> Outreach</td><td></td></tr><tr><td><input type="radio"/> Other (please specify)</td><td></td></tr></tbody></table> <div></div>		<input type="radio"/> Hospital/Doctor	<input type="radio"/> Friend/Neighbor/Relative	<input type="radio"/> Senior Center	<input type="radio"/> Other Social Services Agency	<input type="radio"/> Care Manager	<input type="radio"/> Health Insurance Company	<input type="radio"/> Website	<input type="radio"/> Home Care Agency	<input type="radio"/> Newspaper ad or other publication	<input type="radio"/> Other	<input type="radio"/> Outreach		<input type="radio"/> Other (please specify)	
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<p>3. Which of the following are you aware of? You may select more than one answer.</p> <table><tbody><tr><td><input type="checkbox"/> Adult Day Care</td><td><input type="checkbox"/> Housing Assistance</td></tr><tr><td><input type="checkbox"/> APPRISE Insurance Counseling</td><td><input type="checkbox"/> Information and Referral</td></tr><tr><td><input type="checkbox"/> Care Management</td><td><input type="checkbox"/> Legal Assistance</td></tr><tr><td><input type="checkbox"/> Caregiver Support</td><td><input type="checkbox"/> Ombudsman Program</td></tr><tr><td><input type="checkbox"/> Home Delivered Meals</td><td><input type="checkbox"/> Protective Services</td></tr><tr><td><input type="checkbox"/> Home Care</td><td><input type="checkbox"/> Senior Community Centers</td></tr></tbody></table>		<input type="checkbox"/> Adult Day Care	<input type="checkbox"/> Housing Assistance	<input type="checkbox"/> APPRISE Insurance Counseling	<input type="checkbox"/> Information and Referral	<input type="checkbox"/> Care Management	<input type="checkbox"/> Legal Assistance	<input type="checkbox"/> Caregiver Support	<input type="checkbox"/> Ombudsman Program	<input type="checkbox"/> Home Delivered Meals	<input type="checkbox"/> Protective Services	<input type="checkbox"/> Home Care	<input type="checkbox"/> Senior Community Centers		
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<p>4. When accessing services, how do you prefer to do so?</p> <p><input type="checkbox"/> In person, in the office</p> <p><input type="checkbox"/> By telephone</p> <p><input type="checkbox"/> Through the COSA website</p>															

5. What is your greatest concern about aging for you?

6. What is your greatest concern about aging for a loved one?

7. What types of services do you anticipate will be most important to you as you age?

8. What types of services might be important to you as a caregiver for another?

9. What would be the most effective way for you to receive information about services offered by COSA?

10. How can COSA increase awareness of services?

11. What do you consider to be significant barriers for getting older adults to participate in Senior Community Center programs?

12. How could you be motivated to volunteer in programs offered by COSA?

13. What other suggestions do you have to help meet the needs of seniors?

14. Please select your gender.

- ☐ Male
☐ Female

15. Please select your age group.

- ☐ Under 25 years of age
- ☐ Age 26-39
- ☐ Age 40-59
- ☐ Age 60-74
- ☐ Age 75-84
- ☐ Over the age of 85