D.C. Office on Aging (DCOA)
FY2016 Performance Accountability Report (PAR)

Introduction

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

Mission

The mission of the District of Columbia Office on Aging (DCOA) is to advocate, plan, implement, and monitor programs 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 information, assistance, and outreach to District seniors, people living with disabilities, and their caregivers in order to increase awareness and access to services and supports that will enable them to maintain their independence and quality of life in the community.

The agency also offers adult day care, advocacy and legal services, caregiver respite and support, case management, education and employment training, fitness, health and wellness promotion, in-home support, long-term care counseling and support, nutrition counseling, recreation, and essential medical transportation that allow older District residents to age in place.

Additionally, 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

Overview – Agency Performance

The following section provides a summary of DCOA performance in FY 2016 by listing DCOA's top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
DCOA implemented the Restaurant Community Dining Pilot Program with Denny's from June-August 2016. The partnership provided an alternative location and dining opportunity for seniors in wards 7 and 8.	The pilot demonstrated that this model could increase meal program reach, by targeting seniors whocannot attend our current sites. Some participants stated that they did not attend the current meal sites because they work. Other seniors have reported missing days at meal programs due to doctors' appointments or other scheduling conflicts. This program also serves seniors more efficiently. While there were still administrative costs to enroll participants and promote the pilot, there were no site costs for staff or supplies. Finally, unlike the traditional meal sites that order meals in advance, meals were only ordered for seniors in attendance, reducing food waste and food costs.	Throughout the pilot program, DCOA provided 322 meals to 124 seniors in wards 7 and 8 over three months. This alternative to the traditional community dining sites offered seniors more flexibility: they had ability to choose their meal off of a pre-set menu, rather than be served the 'meal of the day,' and they were able to dine whenever and with whomever they wanted. Participants could dine with friends and spouses, but also with people under 60, such as children and grandchildren. Traditional community dining sites require seniors to make a reservation in advance and meals are only served at noon, but participants of this pilot could choose to attend when their schedule allowed. Fifty-five percent of participants attended the restaurant outside of traditional meal site hours (before 10am and after 2pm). While the pilot was a success, many participants received vouchers for the program but did not use them. DCOA will continue to engage the community and amend the pilot to meet seniors' needs.

DHCF and DCOA launched a new EPD Waiver enrollment process to help improve customer service, reduce wait times for the EPD Waiver, and gain a better understanding of the District-wide areas for improvement through careful data collection and analysis.	DCOA and DHCF have worked together to envision, develop, and implement multiple Medicaid enrollment processes, including hiring and training a 10 member Medicaid Enrollment Team at DCOA. The team has been able to get through the final high volume of case assignments, case closures, 1728 form follow up, and other administrative tasks associated with eliminating the year-long backlog. DCOA and DHCF streamlined enrollment process has resulted in improved performances in the following areas: number of application submissions to ESA, number of cases transferred to case management agencies, number of home visits completed, average days between initial correspondence and case assignment, and average number of days between case assignment and home visit.	Improvements in programmatic efficiency have reduced the average time it takes customers to enroll in the EPD Waiver. In Quarter 4 of FY 2016, application processing time took an average of 10 days or fewer, which is 35 days less than the allotted 45 day processing timeline, and a decrease from 50 days reported in Quarter 3. As a result, the number of applications submitted to the Economic Security Administration (ESA) increased from 89 in Quarter 3 to 248 in Quarter 4.
In FY 2016, DCOA partnered with the Department of Housing and Community Development (DHCD) to create Safe at Home, a program that promotes aging in place for older adults (60 years and older) and people with disabilities (between 18 and 59 years old) by offering home accessibility adaptions to reduce the risk of falls and reduce mobility barriers.	After working with community stakeholders to design the program from October through December, the Safe at Home Program began operating on January 4, 2016. The original budget in the pilot year was \$1 million with a projection to serve up to 100 clients. The demand for Safe at Home has been much higher than anticipated. The budget was increased to \$1.75 million and 223 clients completed home adaptations with contractors. The average number days between the date of the initial occupational therapist assessment visit and the occupational therapist final review of completed project was approximately 45 days.	By the end of FY 2016 (September 30, 2016), Safe at Home contractors began work for 235 clients, of which 223 were completed. The program has 908 clients in the pipeline for FY 2017.

In FY 2016, DCOA had 10 Key Performance Indicators. Of those, 0 were neutral. Of the remaining measures, 40% (4 KPIs) were met, 20% (2 KPIs) were nearly met, and 40% (4 KPIs) were unmet. In FY 2016, DCOA had 12 Initiatives. Of those, 83% (10) were completed and 17% (2) were nearly completed, and 0% (0) were not completed. The next sections provide greater detail on the specific metrics and initiatives for DCOA in FY 2016.

FY16 Objectives

Division	Objective
Agency Management	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.
Agency Management	Oversee the implementation of agency-wide priorities.
Customer Information, Assistance and Outreach	Provide robust outreach efforts and disseminate critical information that brings about a greater awareness of aging services and issues in order to increase District residents' access and connectivity to programs, and to attract new and innovative services and campaigns.
Customer Information, Assistance and Outreach	Continue to develop active and vibrant neighborhoods that promote and create economic opportunity and support a high quality of life for the District's older adults and persons living with disabilities.
In-Home and Continuing Care/Community-Based Support	Continue to promote and expand prevention and resilience opportunities for vulnerable District residents in order to avoid premature nursing home placement by providing aging and disability resources in every ward of the city.
In-Home and Continuing Care/Community-Based Support	Enhance and maintain programs and services in the senior service network that encourage and sustain community living for seniors and people living with disabilities through the implementation of DCOA's 5-year strategic plan.

FY16 KPIs

Objective: Continue to develop active and vibrant neighborhoods that promote and create economic opportunity and support a high quality of life for the District's older adults and persons living with disabilities.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of older adults, 60 years and over, at Senior Wellness Centers self-reporting an increase in awareness and practice of healthy habits	75	A					84.3	Met	

Objective: Continue to promote and expand prevention and resilience opportunities for vulnerable District residents in order to avoid premature nursing home placement by providing aging and disability resources in every ward of the city.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of people transitioned from nursing homes back to the community with the appropriate home and community-based supports and services	45	Q	17	15	12	11	55	Met	
Number of people discharged from the hospital back to the community with the appropriate home and community-based supports and services	100	Q	10	0	0	0	10	Unmet	DCOA amended the hospital discharge program to refocus on consultant-only assistance. This shift was due to the completion of federal funding for the program. As a result, cases referred to the hospital discharge program dramatically fell to 0, however we still continued to provide consultation on hospital discharges.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of people who received options counseling services through the Aging and Disability Resource Center	800	Q	120	154	115	162	551	Unmet	DCOA amended the reporting and data tracking of Options Counseling in FY 2016. This variable includes cases from Community Social Work and Community Transition teams, and does not include the options counseling provided by the Information and Referral Unit. DCOA has worked to update data tracking mechanisms to include the full range of ADRC staff in reporting options counseling for FY17.

Objective: Enhance and maintain programs and services in the senior service network that encourage and sustain community living for seniors and people living with disabilities through the implementation of DCOA's 5-year strategic plan.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of caregivers self-reporting an increased sense of emotional support through Club Memory	90	A					98.5	Met	
Number of home delivered meals served on Saturdays	138,000	Q	32,733	32,510	31,448	33,952	130,643	Nearly Met	DCOA did not have any barriers regarding this measure. Market performance happen to be below initial projections at the beginning of the fiscal year.

Objective: Provide robust outreach efforts and disseminate critical information that brings about a greater awareness of aging services and issues in order to increase District residents' access and connectivity to programs, and to attract new and innovative services and campaigns.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of older adults, 55 years and over, receiving jobs with pay rate above minimum wage	90	Q	7	23	37	13	80	Unmet	DCOA partnered with DOES, DHCF, CSOSA and DCHR to expand outreach to target populations. As a result, DCOA served a total of 302 customers, which 250 participated in a series of job training programs. In August 2016, OWETP was transitioned to DOES to consolidate elder employment services.

Objective: 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.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Average annual amount DCOA saves an older adult that regularly participates in services that promote aging in place	5,055	Q	1,646.10	1,381.50	1,523.2	1,577.5	6,128.3	Met	
Average annual amount DCOA saves an older adult that receives services in the community rather than institutional care	10,675	Q	2,644.60	2,521.70	2,700.3	2,603.6	10,470.20	Nearly Met	DCOA did not have any barriers regarding this measure. Market performance happen to be below initial projections at the beginning of the fiscal year.

| NA | 1,000 | Q | 201 | 121 | 69 | 342 | 733 | Unmet | The Elder Abuse Prevention Committee (EAPC) conducted 31 workshops of the Money Smart program in the community and trained 733 seniors, which is 73 percent of DCOA's FY 2016 target. When setting a target for FY 2016, the EAPC overestimated the number of new people they would be able to train. In FY16, EAPC has made great efforts to expand its reach to new groups and activities outside the Senior Service Network, such as senior villages. |

FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
Percent of family caregivers self-reporting improved ability to provide care	A					100
Number of unduplicated customers provided trips to and from medical related appointments	A	1,215	1,224	1,209	1,277	2,211
Number of unduplicated customers provided trips to and from social/recreational activities	A	992	1,039	1,300	1,295	2,830
Number of customers actively attending Senior Wellness Centers	A	2,005	2,367	2,705	2,991	2,991
Number of homebound meals served	Q	163,225	150,676	233,665	177,819	725,385
Number of congregate meals served	Q	86,254	81,725	86,982	93,509	348,470
Number of individual legal advocacy hours provided to customers (legal advice, estate planning, property taxes, etc.)	Q	2,343	2,402	2,911	2,699	10,355
Number of older adults, 60 years and over, receiving information, referral and assistance through the Aging and Disability Resource Center	Q	606	1,867	3,464	3,540	9,477
Number of individuals living with disabilities, ages 18-59, receiving information, referral and assistance through the Aging and Disability Resource Center	Q	122	179	250	506	1,057
Number of caregivers receiving information, referral and assistance through the Aging and Disability Resource Center	Q	7	27	15	22	71
Number of seniors receiving employment and training assistance	Q	74	129	72	26	301

FY16 Initiatives

Title: Sustain existing senior villages and promote the development of new senior villages in underserved neighborhoods.

    Description: In 2015, DCOA partnered 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. For FY 2016, DCOA will roll out "Explore, Discover, Act: How to start a Village in the District of Columbia," a how-to-guide to start and maintain senior villages, and a web-based, interactive map for residents to find a village in their neighborhood.

        Complete to Date: Complete

        Status Update: In FY16, DCOA strengthened its relationships with villages by offering technical assistance, organizing quarterly peer-to-peer knowledge exchanges, and educating the community of the village model.

Title: Educate District residents on identification and prevention of elder abuse and mandatory reporting.

    Description: DCOA's Elder Abuse Prevention Committee (EAPC) will continue to administer the Money Smart for Older Adults 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. In FY 16, DCOA strives to train 1,000 District seniors and caregivers using the Money Smart program.

        Complete to Date: 75-99%

        Status Update: The Elder Abuse Prevention Committee (EAPC) conducted 31 workshops of the Money Smart program in the community and trained 733 seniors, which is 73 percent of DCOA's FY 2016 target.

        If Incomplete, Explanation: When setting a target for FY 2016, the EAPC overestimated the number of new people they would be able to train. In FY 2016, EAPC has made great efforts to expand its reach to new groups and activities outside the Senior Service Network, such as senior villages.

Title: Improve quality assurance mechanisms.

    Description: DCOA will improve services and supports for District residents by strategically redefining the mission and purpose of DCOA's ADRC. To meet this objective, we will refine standard operating procedures and trainings; standardize data collection practices and evaluations; and increase community partnerships and targeted outreach. The ultimate goal is to ensure that DCOA's ADRC becomes accredited through the Alliance of Information and Referral Systems, which is the primary quality assurance mechanism for affirming excellence in information and referral services. Additionally, DCOA will organize a Performance Measurement Task Force to ensure continued work towards collecting outcome driven data. In FY 2016, the Task Force will develop and implement a standard annual satisfaction survey based off ACL's Performance Outcome Measurement Project (POMP).

        Complete to Date: Complete

        Status Update: ADRC updated Standard Operating Procedures and standardized data collection for multiple programs; Improved community and agency partnerships; and continues to work toward AIRS Accreditation. In September 2016, ADRC completed a customer satisfaction survey to assess perceived customer satisfaction, and identify potential service gaps

Title: Promote intergenerational programming in order to combat social isolation, increase emotional support, and offer learning opportunities.

    Description: In FY 2016, DCOA will work with a community-based organization to help recruit and train senior volunteers that will be assigned to selected early childhood programs in District of Columbia Public Schools (DCPS). The non-profit will 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.

> **Complete to Date**: Complete
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> **Status Update**: During the 2015-2016 school year, 36 preschool children were served by 13 seniors who participated in the DC Community Corps program.Volunteers completed Jumpstart's mandatory training and began working in early childhood tutoring programs at both Langdon and Noyes Education Campuses.

Title: 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.

> **Description**: DCOA will continue to 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. In FY 2016, DCOA will pilot the program by enrolling 50 home-bound seniors currently receiving home-delivered meals. DCOA will work with Department of Parks and Recreations (DPR) to identify overlapping service areas and opportunities for greater collaboration. DPR facilities across the city offer a wide range of services to seniors, including fitness classes and transportation. Streamlining services and better coordination in delivering those services will increase efficiency and access for the older adult population. By the end of FY 2016, the agencies hope to develop a plan to increase access and efficiency.
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> **Complete to Date**: 75-99%
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> **Status Update**: DCPL has successfully implemented programs in three of the four planned locations: Washington Senior Wellness Center (Ward 7), Model Cities Wellness Center (Ward 5), and Hattie Holmes Senior Wellness Center (Ward 6).
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> **If Incomplete, Explanation**: A final Lunch and Literature Program with DCPL experienced delays due to staffing changes and branch renovations.

Title: Increase support to older adults and persons living with disabilities searching for employment and assistance with career counseling, and resume assistance.

> **Description**: DCOA's Older Workers Employment and Training Program (OWETP) will continue its partnership with the Department of Employment Services (DOES), as well as expand its partnerships to the Court Services and Offender Supervision Agency (CSOSA) to assist and support older adults and persons living with disabilities searching for sustainable employment. The OWETP will partner with its stakeholders to increase OWEPTS outreach and training efforts, as well as generate at least three job fairs targeted to returning citizens, older adults, and adults with disabilities.
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> **Complete to Date**: Complete
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> **Status Update**: DCOA partnered with DOES, DHCF, CSOSA and DCHR to expand outreach to target populations. The group offered six community outreach events, three of which were in Q4. Additionally, DCOA established new relationships with Walmart, CVS, Rite Aid, USPS, American University, Georgetown, GW, and Catholic to serve 302 District seniors and people with disabilities. In August 2016, OWETP was transition to DOES to consolidate elder employment services

Title: Increase outreach and access to services for the older lesbian, gay, bisexual, transgender and queer (LGBTQ) community.

> **Description**: DCOA will partner with organizations, such as Whitman Walker, to cross-train staff in order to increase knowledge of legal and health programs, knowledge of LGBTQ specific health needs and demands, and cultural sensitivity towards LGBTQ customers. By the end of FY 2016, all direct service staff at DCOA will complete training on effective communication techniques. Additionally, DCOA will improve cultural competency around HIV/AIDS by training service providers within the Senior Service Network and provide service linkages and collaborations for seniors living with HIV through partnerships with the D.C.

Department of Health.

    Complete to Date: Complete

    Status Update: DCOA partnered with Whitman Walker Health to promote lesbian, gay, bisexual, transgender and questioning (LGBTQ) cultural competency for service providers. DCOA has completed seven trainings that have be attended by more than 180 social workers, managers, and other client interfacing staff from the Senior Service Network. In Q4, DCOA completed four of the seven trainings that were attended by more than 100 people

Title: 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 DCOA's ADRC and increasing coordination with District government sister agencies.

    Description: DCOA's ADRC is working toward having one Community Social Worker co-located at each lead agency/ADRC site (one in each of 8 wards). The assigned Community Social Worker will focus on the following: 1) Social Work provision to people with disabilities, ages 18-59 years old (a population not traditionally funded under Older Americans Act funds); 2) Nursing Home Transition Services; 3) Hospital Discharge services; 4) Person-Centered enrollment for State Plan Medicaid-funded Adult Day Health Services. DCOA is working in conjunction with our sister agencies to streamline the Elderly and Persons with Disabilities (EPD) Waiver enrollment process in order to reduce confusion and improve customer service. This includes hiring and training DCOA staff who will be specifically devoted to assisting residents with the EPD Waiver application process by performing in-person meetings in the community. These specialists will have a hands-on approach beginning at the point of referral to assist with the collection of necessary medical and financial information for application processing by Department of Health Care Finance (DHCF) and Department of Human Services' Economic Security Administration (DHS-ESA). They will also carefully explain the entire application and enrollment process to reduce confusion and decrease enrollment wait times in order for residents to have the vital services that they need to age in place.

    Complete to Date: Complete

    Status Update: DCOA has assigned one Social Worker to each ward; and filled all of the vacancies for Medicaid Enrollment Specialists to assist with EPD Waiver enrollment. As a result of a full staff, and streamlined data collection process, ADRC successfully decreased wait times for getting on the EPD Waiver, and increased the recorded volume of clients receiving information and referrals from 3,729 in Quarter 3, to 4,069 in Quarter 4.

Title: 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.

    Description: The agency will continue to 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 (ADI) federal grant awarded to DCOA in October 2014. The agency will continue the roll out and implement the grant's programs in collaboration with community partners. ADI grant programs currently include 1) IONA Senior Service's Money Management Program; 2) the expansion of Sibley Memorial Hospital's Club Memory program across the city through senior wellness centers; 3) DCOA's Saturday Respite Program which provides a 4 hour break to caregivers caring for individuals with dementia, and 4) DCOA's Behavioral Symptom Management Training Program which promotes professional and family caregiver understanding of ADRD, how to navigate long-term care options, and managing behavioral issues. Additionally, DCOA will continue its outreach efforts to promote awareness surrounding ADRD and services and supports offered in the District. DCOA will also complete and publish the Dementia Resource Guide, a document to assist professionals and family caregivers with the identification of dementia specific resources, in FY16.

    Complete to Date: Complete

    Status Update: Each of the Alzheimer's Disease Initiative programs have enrolled at least up to 95% of its capacity. A Dementia Navigator Program was solidified and awarded to Iona Senior Services for FY17. This is the 5th and final program that will launch under this initiative.

Title: Promote aging in place by reducing the risk of falls and mobility barriers in the home.

Description: DCOA and the Department of Housing and Community Development (DHCD) will partner in FY16 to develop and implement a new home adaptation program called Safe at Home. The program promotes aging-in-place for older adults (60 years and older) and people with disabilities (18 to 59 years old) by providing up to $10,000 in home accessibility adaptation grants to reduce the risk of falls and reduce barriers that limit mobility. Program participants work with an Occupational Therapist (OT) to identify potential fall risks and mobility barriers in their home and then work with a general contractor to begin installing modifications and equipment to address them. In FY16, DCOA plans to serve 100 District residents through the Safe at Home Program.

Complete to Date: Complete

Status Update: Safe at Home began operating on January 4, 2016. The original budget in the pilot year was $1 million with a projection to serve up to 100 clients. The demand for Safe at Home has been much higher than anticipated. The budget was increased to $1.75 million, and 223 clients completed home adaptations with contractors

Title: Promote the use of internet-based search tools for locating available services.

Description: DCOA is partnering with National Council on Aging (NCOA) to customize their unique and widely used product, BenefitsCheckUp, to the District. BenefitsCheckUp offers comprehensive, online service to screen seniors and people with disabilities who have limited income, for benefits eligibility and access to public programs. It includes more than 2,000 public and private benefits programs from all 50 states and the District of Columbia. In FY 2016, DCOA will complete the design of the website and develop and implement roll out plan to inform and connect District residents to the new service.

Complete to Date: Complete

Status Update: BenefitsCheckUp has been successfully customized, implemented and is currently in use. DCOA completed the BenefitsCheckUp tool, and filmed a PSA with NCOA to help spread the word both locally and nationally about this important tool.

Title: Reduce misdiagnosis of Alzheimer's disease and related dementias generated by chronic dehydration.

Description: DCOA will establish a hydration campaign targeted for seniors. Chronic dehydration is a frequent cause of hospitalization of older adults and one of the ten most frequent diagnoses responsible for hospitalization in the United-States. It can cause confusion and other symptoms that may resemble Alzheimer's disease and related dementias (ADRD.) In FY 2016, DCOA plans to partner with D.C. Water to design and implement a nutrition and ADRD awareness campaign that promotes consumption of tap water in each of the six Senior Wellness Center. This partnership will not only impact health outcomes, but will improve environmental and economic outcomes as well. Drinking tap water over bottled water decreases waste (only 25% of plastic bottles are recycled) and saves residents money (bottled water costs $1,000 per 1,000 gallons vs. tap water that costs $10 per 1,000 gallons).

Complete to Date: Complete

Status Update: DCOA completed the Hydration Campaign between May 23 and 27. Topics included: Monday–H2Oh Really Handout; Tuesday–Choose Health. Drink Water."; Wednesday–Prevent Dehydration in Older Adults; Thursday–DC Water's 4 Ways to Reduce Your Water Bill and Affordability and your water bill; and Friday–review of all topics