

# Iowa Department of Elder Affairs Strategic Plan

September 12, 2005

**Vision Statement:** Iowa will be a place of choice for older individuals to live, work, and retire.

**Mission Statement:** The mission of the Iowa Department of Elder Affairs is to provide advocacy, educational and prevention services to older Iowans so they can find Iowa a healthy, safe, productive and enjoyable place to live and work.

## Core functions:

**Advocacy:** Promote public policy and service system changes that protect the rights of older Iowans, facilitate access to needed services, and prevent abuse, neglect and exploitation.

**Health:** Support policies, programs and initiatives that improve access to affordable, high quality home and community based services for older Iowans.

**Resource Management:** Monitor and evaluate programs and activities provided or supported through Department resources by developing, maintaining and enhancing reporting systems that provide accurate and reliable data necessary for planning, policy development, and grant writing; all with the goal of meeting the Department's Mission, maximizing benefits to our clients and other customers.

## Base Assumptions

The following are assumptions included in the development of this strategic plan:

- Iowa will continue to see a significant growth in the number of elders in the state
- Iowa will continue to experience significant unmet needs for elders in Iowa in regard to home and community based services
- Iowa will continue to be challenged to commit adequate financial resources to address the needs for system change and home and community based services to elders and other groups with similar needs
- This plan may be updated from time to time, but is generally anticipated to place our strategic focus for State Fiscal Years 2006 and 2007.

## Assessments – Issue Statements

**Issue Statement:** Iowans increasingly choose to remain in their homes for longer periods, which mean that they enter long term care facilities at a later age, stay for shorter periods of time and are more infirm while there. This requires that Iowa's elders have more services delivered to their homes or in congregate settings in the community, and that caregivers shoulder more responsibility for care and that health and human service providers at all points in the continuum serve elders who need high

levels of care. This means that the DEA must provide additional and more intense services to the frail elders.

**Strategic Goal:** The DEA will increase the percent of eligible lowans who receive Long Term Care services in their own homes and congregate settings within the community.

**Strategy #1:** The DEA will work to maintain and expand the availability of Home and Community Based Services and ongoing case management services for frail elders, their families and caregivers.

**Measure:** Increase the length of time that clients remain in the Case Management Program for the Frail Elderly (CMPFE), thereby extending preferred independent living and deferring transfer to more costly and more restrictive institutional settings.

**Issue Statement:** Older lowans' are healthier and more active for more years after the traditional retirement age. Iowa's elders want, demand and require additional services not now provided.

**Strategic Goal:** The DEA will work to maintain and expand opportunities for employment, healthy lifestyles, volunteerism, active involvement in their communities and socialization.

**Strategy #1:** The DEA will work to maintain and expand the programs and participation in congregate and home delivered meals.

**Measure:** # of elder nutrition services clients. **Measure:** # of nutrition education participants

**Measure:** # of AAA volunteer FTEs

**Measure:** # of grants and collaborative efforts that IDEA is involved with for promotion of healthy lifestyles

**Strategy #2:** Re-vitalize and expand the Mature Worker Consortium, Older Worker Council and Senior Internship Program

**Measure:** Maintain the # of unsubsidized placements which last at least six months

**Issue Statement:** Increasing numbers of lowans are caring for infirm and dependent friends and family members who resist institutional placement causing stress for the caregiver and productivity loss for employers of the caregivers.

**Strategic Goal:** The DEA will work to maintain and increase the education, training and support services for family caregivers, to enable family systems to provide long term care more effectively and with less risk to their own health and welfare.

**Strategy:** The DEA will distribute and monitor the Title III-E and other available resources to the AAAs for caregiver support and other groups

**Measure:** Maintain unduplicated client counts of service recipients.

**Issue Statement:** Service providers find it increasingly difficult to recruit and retain direct care workers thus affecting the quality of care that the frail elders receive.

**Strategic Goal:** The DEA will give priority to initiatives that improve the quality of care to Iowa's elders.

**Strategy #1:** The DEA will collaborate with The Iowa Caregivers Association, providers in the long-term care continuum and other groups to decrease direct care worker turnover rates and increase the supply and quality of direct care workers.

**Measure:** Rate of turnover of CNA workers in nursing homes (as well as assisted living and adult day service programs, if appropriate data sources can be identified).

**Strategy #2:** The DEA will begin a “person directed care” initiative with Iowa nursing homes.  
**Measure:** Increase the % of complaints resolved by the Long Term Care Ombudsman office.

**Issue Statement:** Most Iowans’ make long term care decisions, while in crisis, which often results in less desirable outcomes for elders than if their decisions were well informed choices, made in advance.

**Strategic Goal:** IDEA will give priority to improving access to quality Information and service options, which encourage informed consumer choices in long term care.

**Strategy:** IDEA will give priority to the development of programs in collaboration with affected stakeholders to educate Iowans’ about available options and benefits of both home and community based and institutionalized long term care services.

**Measure:** # of grants and collaborative efforts focusing on improved access to long term care options and related information.

**Measure:** Reduction in cost of long term care resulting from consumer education.

**Issue Statement:** Entities funding social and health services often place a heavy emphasis on the collection and submission of reports and data, but direct limited resources to the ongoing analysis of the data collected. Without data analysis it is impossible to make informed decisions regarding value of any service/program or to make public policy decisions related to continuation, expansion and modifications of programs and services.

**Strategic Goal:** IDEA will give priority to improving reporting structures by making them more effective and efficient.

**Strategy:** IDEA will give priority to directing additional resources to the analysis of collected data with the goal of improving services and maximizing the benefits of the services provided. Recommendations for changes in public policy will also be a direct benefit of increased data analysis.

**Measure:** Implement an annual survey of stakeholders and establish a baseline measure regarding the reasonableness, effectiveness and value of existing reporting systems.

**Measure:** Implement an annual survey of stakeholders and establish a baseline measure regarding the effectiveness and value of data analysis and related reports.