

FY 2024 PERFORMANCE PLAN

Aging and Disability Resource Center		ADSD/CSCB/AAA	Helen King x1734 Tené Young x1726
Program Purpose	Connect older adults (60+) and adults with disabilities to targeted long-term service and supports that stabilize care, nutrition, and housing needs, promote autonomy and enhance quality of life.		
Program Information	<ul style="list-style-type: none"> The Aging and Disability Resource Center (ADRC) serves as the “No Wrong Door” point of entry for services in the Department of Human Services’ (DHS) Aging and Disability Services Division (ADSD). Many customers come to the ADRC with complex needs such as housing instability, homelessness, emergency financial assistance, food and nutrition, in-home and personal care services, and transportation. The most frequent requests are for emergency food and nutrition, financial assistance requests which include rental assistance to prevent evictions or maintain stable housing and assistance with utilities. In-home care requests have also skyrocketed to support the desire to age in place. The ADRC has also seen an increase in shelter related requests and requests for connections to permanent housing. Other services include Meals on Wheels (MOW), Arlington Food Assistance Center (AFAC), the Community Living Program (CLP) and CCC+ waiver for personal care services, transportation, mental health services, including same day access, and referrals to other County programs and services. The ADRC serves customers through phone calls, walk-ins, scheduled appointments or in community settings. As part of the intake process, ADRC staff conduct benefit assessments, and person centered screenings, complete assessments, and provide information, assistance and referrals to the appropriate programs and services. The ADRC also provides short-term case management to customers with complex needs and empowers customers to actively participate in their care plan. Staff works closely with County partners and community organizations to provide options that will address the immediate need as well as encourage self-sufficiency. The ADRC plays an integral role in eviction prevention and homelessness diversion efforts for residents age 60 and older. With the increased need for affordable housing and older adults facing homelessness, in early 2023 with federal funding the ADRC acquired a Homelessness Prevention Specialist to provide specialized case management to defer evictions, prevent homelessness, and assist with rehoming older adults. This position is currently grant funded. The ADRC services are mandated by the federal Administration for Community Living and align with Virginia’s Care Coordination (CCEVP) model. Services include Senior Outreach to Services (S.O.S.), Options Counseling, and Service Coordination. Service Coordination consists of home visits to individuals who are unable to maintain independent living and self-sufficiency in their community without supportive services. Services are tailored to meet the customer’s unique preferences, needs, values, and circumstances. Staff are trained and certified as Options Counselors, Community Resource Specialists, and certified dementia practitioners who complete annual and bi-annual recertifications. The ADRC is funded by the federal Older Americans Act, Virginia state and local funds, and provides information and options counseling to people with all levels of income in need of assistance navigating the network of long-term services and supports, including the 37,300 adults age 60 and above who live in Arlington, persons with disabilities and caregivers. 		

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	<ul style="list-style-type: none"> Two contract human services positions were added in FY 2024 to help with the increased client volume. These positions are grant funded and expected to expire in early 2025.
Service Delivery Model	<ul style="list-style-type: none"> The remote service delivery model implemented as a result of COVID has removed barriers to client walk-in appointments, such as mobility challenges, transportation, and waiting times. In FY 2024, the ADRC served clients remotely as well as in-person with walk-in service. This service delivery model is expected to continue in FY 2025. Two overstrength positions and three contractors continue to provide critical support to meet the increasing demand of highly complex, critical cases in the ADRC.

PM1: How much did we do?

Staff	<ul style="list-style-type: none">• Total 7.25 Staff FTEs:<ul style="list-style-type: none">○ 0.25 Agency on Aging (AAA) Director○ 1.00 FTE ADRC Supervisor○ 1.00 FTE Human Services Clinician III (vacant)○ 1.00 FTE Human Services Clinician II (vacant)○ 4.00 FTE Intake Specialists (2 overstrength positions)• Total 3.0 Contractor FTEs<ul style="list-style-type: none">○ 1.00 FTE Case Manager to focus on eviction prevention and homelessness in older adults.○ 2.00 FTE Intake Specialists																																																																
Customers and Service Data	<table><tr><td></td><td>FY 2021</td><td>FY 2022</td><td>FY 2023</td><td>FY 2024</td></tr><tr><td>ADRC Total Contacts</td><td>n/a</td><td>n/a</td><td>n/a</td><td>12,039</td></tr><tr><td>ADRC Client Contacts (duplicated)</td><td>4,849</td><td>6,718</td><td>8,154</td><td>11,358</td></tr><tr><td>Shelter Referrals</td><td>35*</td><td>115</td><td>207</td><td>217</td></tr><tr><td>Short Term Case Management Clients Served (duplicated)</td><td>2,959</td><td>3,067</td><td>2,418</td><td>2,533</td></tr><tr><td>% ≥70</td><td>50%</td><td>56%</td><td>50%</td><td>50%</td></tr><tr><td>% female</td><td>61%</td><td>56%</td><td>56%</td><td>55%</td></tr><tr><td>% in poverty</td><td>61%</td><td>56%</td><td>51%</td><td>56%</td></tr><tr><td>% live alone</td><td>61%</td><td>64%</td><td>59%</td><td>60%</td></tr><tr><td># languages served</td><td>23</td><td>24</td><td>25</td><td>23</td></tr><tr><td>Contact Units (all contacts recorded in the encounter)</td><td>5,818</td><td>4,245</td><td>5,764</td><td>7,986</td></tr><tr><td>Number of Referrals completed by ADRC staff</td><td>901</td><td>1,083</td><td>595*</td><td>449*</td></tr></table>						FY 2021	FY 2022	FY 2023	FY 2024	ADRC Total Contacts	n/a	n/a	n/a	12,039	ADRC Client Contacts (duplicated)	4,849	6,718	8,154	11,358	Shelter Referrals	35*	115	207	217	Short Term Case Management Clients Served (duplicated)	2,959	3,067	2,418	2,533	% ≥70	50%	56%	50%	50%	% female	61%	56%	56%	55%	% in poverty	61%	56%	51%	56%	% live alone	61%	64%	59%	60%	# languages served	23	24	25	23	Contact Units (all contacts recorded in the encounter)	5,818	4,245	5,764	7,986	Number of Referrals completed by ADRC staff	901	1,083	595*	449*
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<i>*Information is underreported. In FY 2023 and FY 2024, data includes only referrals entered into Peer Place, and does not include referrals made using the new electronic referral process.</i>						
PM2: How well did we do it?						
2.1	Completion of case management work within 90 days					
2.2	Quality of customer experience					
PM3: Is anyone better off?						
3.1	Connection to services					
3.2	Effectiveness of services					

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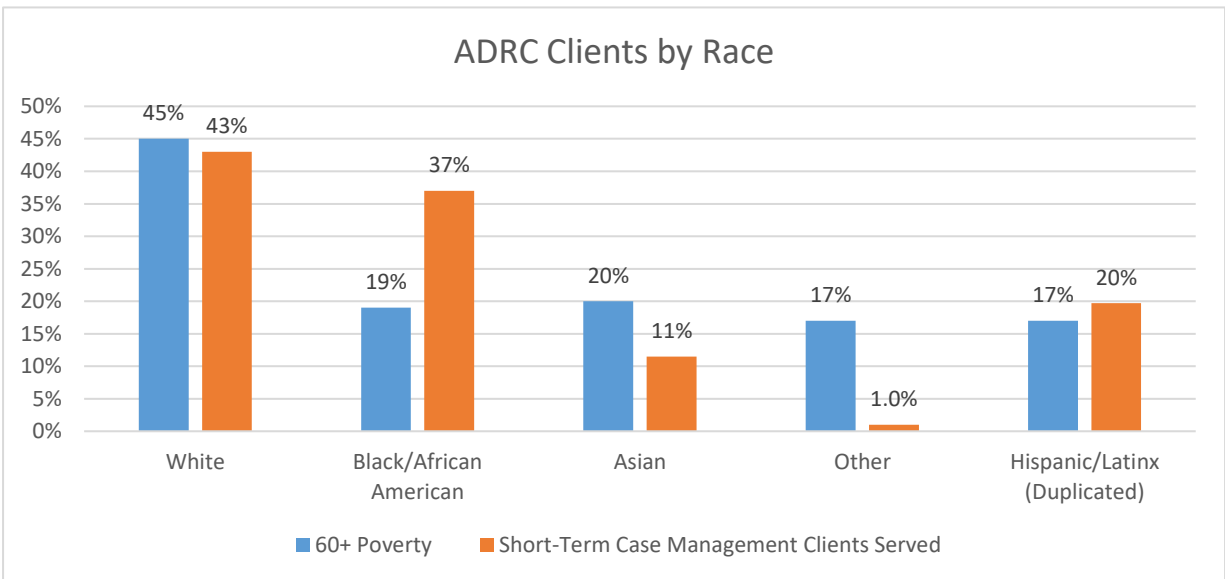
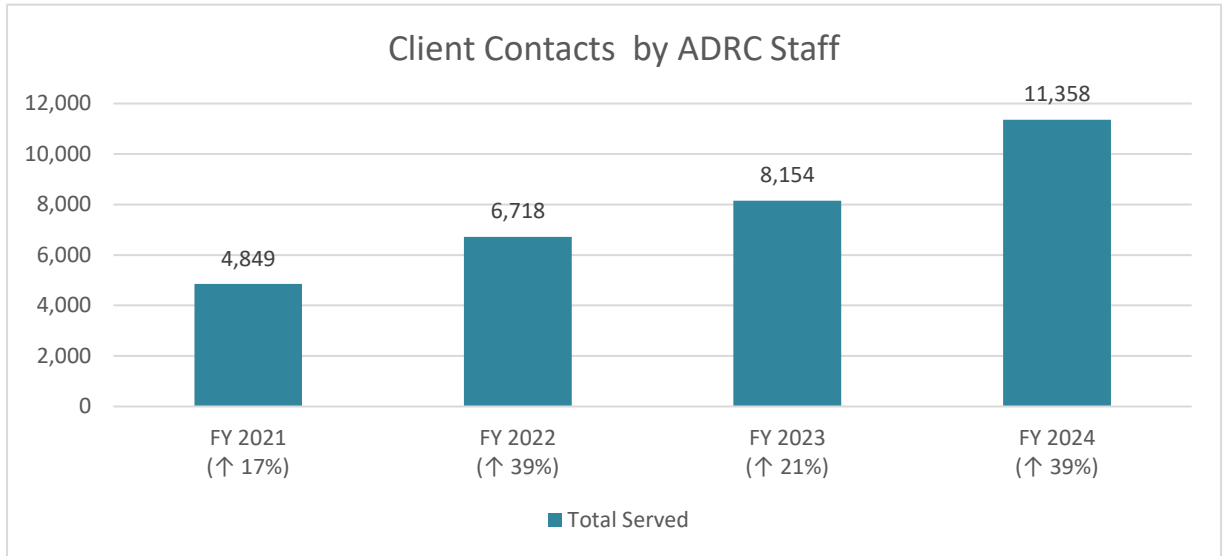
Aging and Disability Resource Center

Measure

1

Number of Client Contacts

Data



Data Summary

- In FY 2024 the ADRC served 11,358 individuals, an increase of 39% from FY 2023 and a 249% increase from pre-pandemic levels. This number is a duplicated count because clients may return for additional services. An additional log to measure the number of contacts, Duty Day Phone Call Count, was included to capture the call volume and includes repeat callers and callers who did not leave a message.
- The number of short-term case management clients increased by 5% from FY 2023. Despite the increase, it is suspected to be underreported due to the client volume increase, challenges with data entry in the system of record and across multiple systems. The ADRC team is using the Community Supports and

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- Coordination Bureau referral tool and making referrals to programs like Adult Services and Nursing Case Management for ongoing case management services.
- The ADRC Clients by Race reflects only the short term case management clients. Race and Ethnicity was added to the Intake Log for FY 2025.
- The ADRC serves predominately White and Black/African American residents. The percentage of Black/African American residents served is higher than the population of Arlington residents age 60+. The Asian and Other residents served are significantly lower than the percentage of the population age 60+. The Hispanic/Latinx residents were served proportionally to the percentage of population 60+.

What is the story behind the data?

- The number of individuals served is based on data captured in the ADRC Intake Log, a Microsoft Form that was developed to make the data collection easier for the team. Peer Place is used to capture Options Counseling, Service Coordination, and short term case management clients, as well as any interaction where a referral is made.
- The ADRC continues to serve a greater volume of customers through the continuation of the hybrid service model. The two overstrength positions have been invaluable in allowing the team to continue to operate at these levels. In addition we have been allowed to bring on temporary support to backfill vacant positions and provide support to the Benefits Enrollment Center.
- In FY 2024, staff experienced unprecedented numbers of requests for financial assistance. A total of \$963,755 in financial requests were received of which only \$281,037 was processed to prevent evictions, utility shutoffs, etc. The other requests could not be processed due to clients reaching financial assistance cap, the client unable to sustain their situation after assistance, or client not providing required documents to process request.
- Shelter requests for adults age 60 and older have continued to increase, with 217 requests for shelter in FY 2024. Though food, financial assistance, and in-home care are the most highly requested needs, emergency shelter is an increasing critical need for older adults. To address this need, the AAA applied for state funding and designated homelessness as a public health concern. Funds were granted to onboard a specialist who focuses on Older Adult Homelessness and Eviction prevention. These funds will be exhausted before the grant expires in September 2024. In January 2024 the ADRC was awarded a grant from the National Council on Aging which currently funds the eviction prevention specialist position.
- In FY 2024 the ADRC averaged 25 walk-ins per week (up 79%) and averaged 33 phone calls per day (up 38%). The ADRC continues to serve individuals with complex needs that require a higher volume of care coordination to assist with service delivery.
- Walk-in services are available daily during normal business hours, but staff are exploring options to allow time for documentation, administrative tasks and creating manageable workloads to prevent staff burnout.

Recommendations

- Evaluate ADRC models in other jurisdictions to determine best practices for capturing clients served.
- Explore upgrading the Intake Log to a Power App to better track client activity.
- Review changing walk-in schedule to provide staff more time for documentation and administrative tasks by limiting walk-ins on Fridays.

Target Dates

- Ongoing
- FY 2025 Q2
- FY 2025 Q1

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| <ul style="list-style-type: none">• Continue to train staff to ensure consistency in data entry and tracking across platforms.• Explore methods to report unduplicated clients served.• Continue to explore methods to report on unduplicated clients served.• Continue to explore funding sources to increase staffing levels to help address the growing demand for services, including homelessness services, and the increasing older adult population in Arlington County. | <ul style="list-style-type: none">• Quarterly• FY 2025 Q3• Ongoing• Ongoing |
|--|--|

Forecast

- For FY 2025, we project the number of client contacts will reach 15,000 and more than 225 adults ages 60 and above will request shelter.

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Aging and Disability Resource Center																																
Measure	2.1	Completion of Case Management Work within 90 Days																														
Data	<div><h3>Completion of Case Management Work</h3><table><thead><tr><th>Fiscal Year</th><th>n</th><th>Closed in 0-30 days</th><th>Closed in 31-60 days</th><th>Closed in 61-90 days</th><th>Closed in > 90 days</th></tr></thead><tbody><tr><td>FY 2021</td><td>1144</td><td>77%</td><td>13%</td><td>5%</td><td>5%</td></tr><tr><td>FY 2022</td><td>1560</td><td>76%</td><td>13%</td><td>6%</td><td>5%</td></tr><tr><td>FY 2023</td><td>1953</td><td>79%</td><td>11%</td><td>6%</td><td>4%</td></tr><tr><td>FY 2024</td><td>2318</td><td>80%</td><td>12%</td><td>5%</td><td>4%</td></tr></tbody></table><p>Target: 98%</p><p>Legend: Closed in 0-30 days, Closed in 31-60 days, Closed in 61-90 days, Closed in > 90 days</p></div>		Fiscal Year	n	Closed in 0-30 days	Closed in 31-60 days	Closed in 61-90 days	Closed in > 90 days	FY 2021	1144	77%	13%	5%	5%	FY 2022	1560	76%	13%	6%	5%	FY 2023	1953	79%	11%	6%	4%	FY 2024	2318	80%	12%	5%	4%
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Data Summary	<ul style="list-style-type: none">This metric shows customer encounters that were initiated, resolved and closed within the Fiscal Year. This metric is broken down into 30-day increments to better capture the nature of the work.For the short term case management cases that were closed in FY 2024, the team achieved a 97% completion rate within 90 days. Most cases that closed in FY 2024 were closed within 30 days (80%) indicating that customers did not require long-term case management services.The percentage of cases open more than 90 days was consistent with FY 2023.																															
<h3>What is the story behind the data?</h3> <ul style="list-style-type: none">The ADRC helps customers navigate the full range of available long-term services and supports and helps people access public and private programs. Most cases and encounters are resolved within 90 days, but a small percentage require more intensive and ongoing support.Clients often experience needs across multiple programs, resulting in variation in the amount of time required for case resolution.The ADRC provides Options Counseling, short-term case management, and intensive interventions to preserve and stabilize housing and economic security. The target is to complete case management and service coordination within 90 days or refer to ongoing case																																

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management services like Adult Services (AS), Nursing Case Management (NCM) or other community programs.

- The Team Lead continues to send monthly reminders to the staff to review open encounters, which results in more accurate reporting of the length of time staff work with clients.
- The ADRC works closely with the customer to empower the individual in care planning and partners with both County and community partners to ensure that needs are met.
- ADRC staff meet weekly to discuss complex cases. This allows for cross team collaboration and facilitates collaboration on some of the more challenging cases.
- The assessment tool implemented in FY 2020 continues to serve as a valuable resource to staff to assess client acuity and refer to the most appropriate program: ADRC, Adult Services, Nursing Case Management or Adult Protective Services. When customers require longer-term services, the goal is to rapidly connect those customers to appropriate resources and staff. Peer Place is used for internal transfers to the Community Living Program and Nurse Case Management.
- The Community Supports and Coordination Bureau (CSCB) Assessment Tool was automated in FY 2023, facilitating a simpler and more consistent process of referring cases to AS, APS, and NCM.
- Starting in FY 2023 and continuing in FY 2024, a dedicated staff was onboarded to help address the growing increase of older adults experiencing homelessness. This staff person helps to provide intensive case management services to individuals who are on the eviction docket, exhibiting hoarding behaviors or have been to court and are facing the loss of their home. This staff person has a monthly caseload of 11 cases requiring extensive supports and service connection.

Recommendations

Target Dates

- Continue to utilize the CSCB assessment tool to connect individuals with the most appropriate services and resources.
- Utilize team meetings and Clinical Coordination meetings to discuss complex cases and refer to appropriate programs.
- Explore funding opportunities and partnerships with the Housing and Homelessness Continuum of Care to identify older adults as a focus area and dedicate staff to address the specialized need for services and supports for older adults.

- Ongoing
- Ongoing
- Ongoing

Forecast

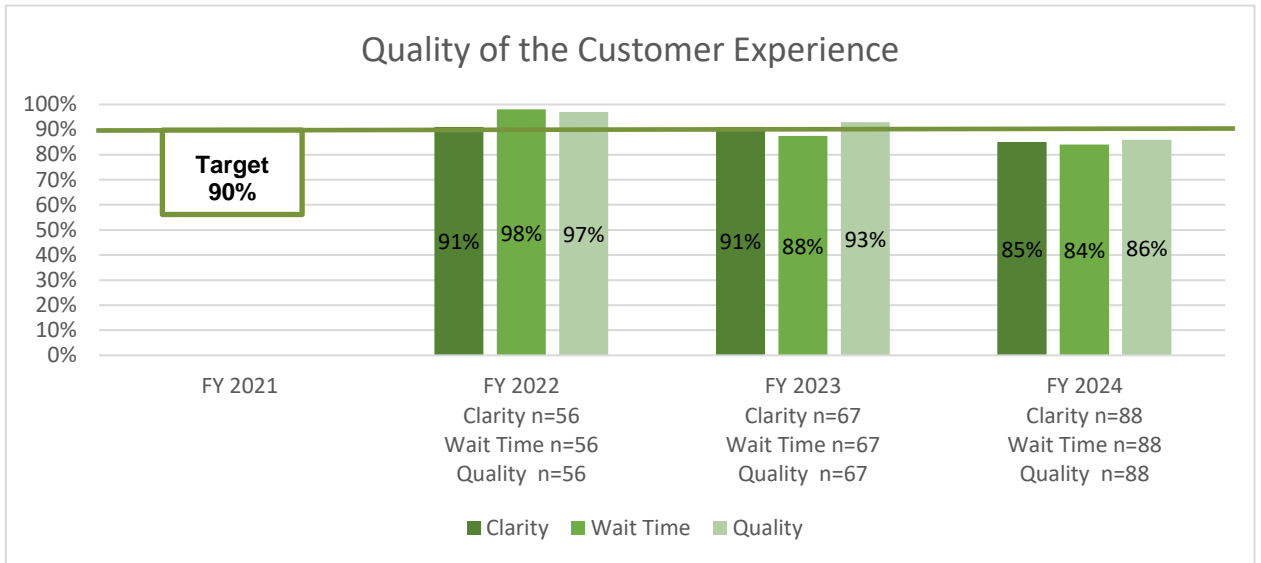
- For FY 2025, anticipate 97% of the ADRC cases will be closed within 90 days.

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Aging and Disability Resource Center

Measure 2.2 Quality of customer experience

Data



Clarity	Staff explained options in a way I could understand
Wait Time	How many people did you speak to before you were connected to a person who could help you?
	How satisfied were you with the length of time it took to get a resolution?
Quality	Staff listened to my needs.
	Staff treated me with respect and dignity.
	I received the information that I needed.

Data Summary

- This measure assesses the quality of the customer experience based on the clarity of the information provided, the time it took to get to resolution, and the customer service provided by the staff.
- In FY 2024, clients with completed cases were called individually and surveyed by the team lead or the ADRC intern. Staff completed a Microsoft Forms survey for each client contacted. Staff also emailed clients inviting them to respond to the survey directly.
- A total of 506 clients were contacted and 88 of those recipients responded, a 17% response rate. 76% of the responses were by phone and 24% by email. Results reflected satisfaction rates reflected 84%-86% on all items.

What is the story behind the data?

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- In FY 2024, over 85% of clients responding expressed satisfaction with the clarity and quality of services. 84% expressed satisfaction with wait time.
- There is an ongoing challenge to complete the customer satisfaction surveys at existing staffing levels. Due to the increased volume of customers, and the acuity and complexity of customer needs, staff were limited in their ability to collect survey data.
- The ADRC Team Lead continued sending emails to clients inviting them to complete the survey. Staff also added survey links to their email signatures. Roughly half of the responses received were a result of this effort.
- Despite the increase in volume, the ADRC team continues to emphasize providing responsive customer service through the CARES model and explaining information to help individuals navigate the range of long-term services and support.
- The time frame to contact clients changed from one to two months after their case was completed. Some of the clients contacted still did not remember their interaction with the ADRC, or had a new case open which may have confused their new encounter with the encounter being surveyed.
- In FY 2024, the ADRC Team Lead sent 328 emails to clients inviting them to complete the survey and only 6% of recipients responded. 24% of the total responses received were a result of this effort. The responses received through the email link provided more critical feedback than those received via a phone conversation.

Recommendations

- Explore alternative methods to collect satisfaction data including resources that automate survey collection and analysis.
- Reinstitute quarterly review of survey results in staff meetings.
- Continue to ensure new staff, within 30 days of hire, are trained and oriented to policies and procedures through peer coaching and supervisory strategies such as case reviews in supervision and quality assurance of chart reviews.
- Continue to assess quality assurance through chart reviews and offer trainings to address areas of need.

Target Dates

- FY 2025 Q4
- FY 2025 Q2
- Ongoing
- Ongoing

Forecast

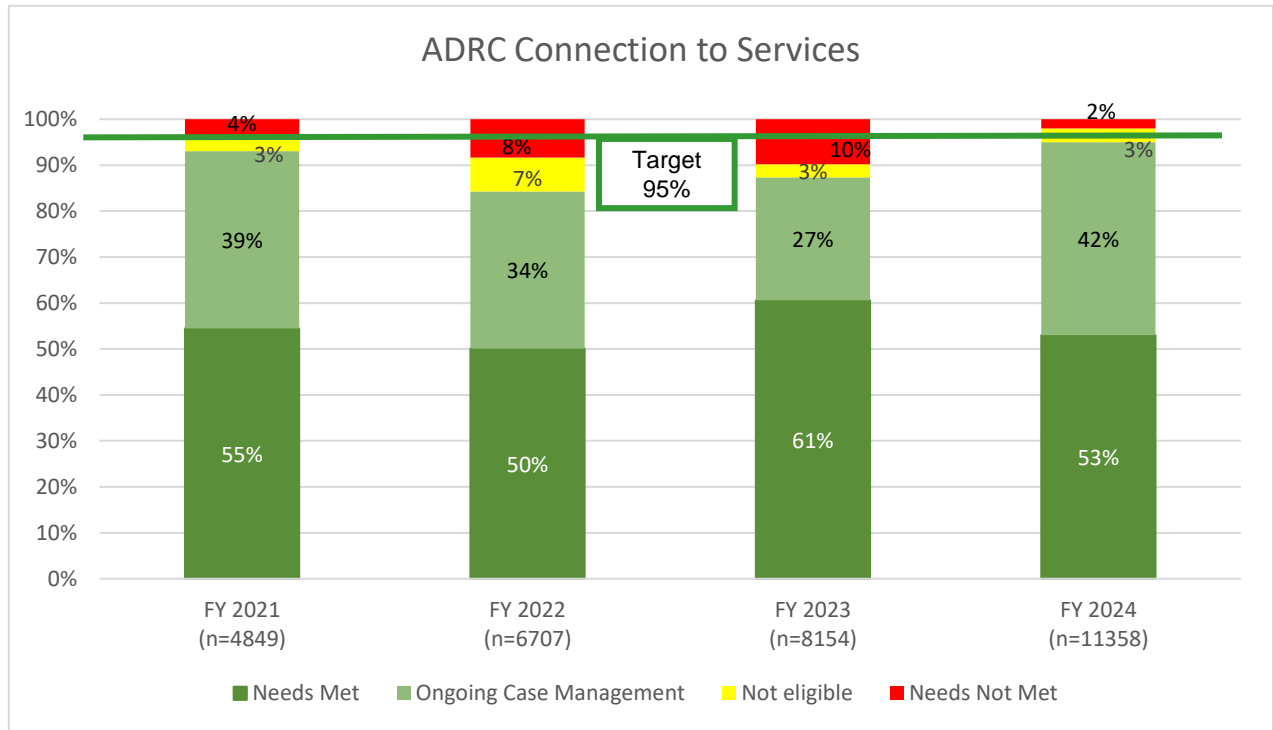
- FY 2025: Anticipate achieving a 90% positive rating for each measure.

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Aging and Disability Resource Center

Measure 3.1 Connection to services

Data



Data Summary

- For FY 2024, data was pulled from the ADRC Intake Log where the ADRC Team recorded phone calls, in-person or email contacts with clients.
- In FY 2024, 53% of the contacts were categorized as needs met, 42% indicated ongoing case management, 3% were categorized as not eligible and 2% were categorized as needs not met.

What is the story behind the data?

- In March 2020, with the COVID-19 pandemic shift from in-person appointments to remote service delivery, ADRC staff began to track all calls in a shared intake log that includes contact information, initial request, resources shared and follow up. Beginning in FY 2022, the data was collected using Microsoft Forms, which allows for more consistency in data reporting. ADRC staff record all contacts with clients in this form.
- The most frequently requested needs include food sources (AFAC, MOW, SNAP, Farmers Market), in-home care (Medicaid, Community Living Program, Home Care Registry), financial assistance, housing, transportation, and emergency shelter.
- A need that is not met is often the result of family stepping in to assist, the client requesting a service not provided by ADSD, or the client not providing the required documentation. Staff are engaged in discussion with housing and shelter partners when a shelter request is made but there is no availability at the shelter due to capacity or medical needs. A majority of the "needs not met" are a result of the worker attempting to follow-up but not able to reach the client despite multiple attempts.
- A need that is categorized as 'Not Eligible' generally refers to age, residency, or when the client has reached the financial assistance cap. In all situations, ADRC staff provide information and referrals to support the customer.

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- Increased volume and staff shortages impacted the ability to effectively conduct chart reviews. Once staffing returns to full strength we will revisit chart reviews and staff training.
- To help with metrics, the team awaits the delivery of JasperSoft or an equivalent dashboard tool from DARS and will continue using internal tools to monitor data.

Recommendations

Target Dates

- Resume quality assurance through chart reviews and share feedback with staff during bi-monthly supervision, and explore collaboration with ADSD Quality Assurance staff.
- Continue to staff cases during weekly clinical coordination meetings to ensure all possible resources and benefits have been explored and shared with the customer.
- Explore options for efficiencies in tracking metrics related to initial requests for services and connection to services that may include development of a dashboard and streamlining data collection tools.
- Explore options to hire staff to support AAA Program Manager and ADRC Program Manager with data, reporting and quality assurance metrics.
- Evaluate usefulness of JasperSoft and Power BI to provide more accurate reporting regarding connection to services.

- FY 2025 Q1
- Ongoing
- FY 2025 Q3
- FY 2026 Q1
- FY 2025 Q4

Forecast

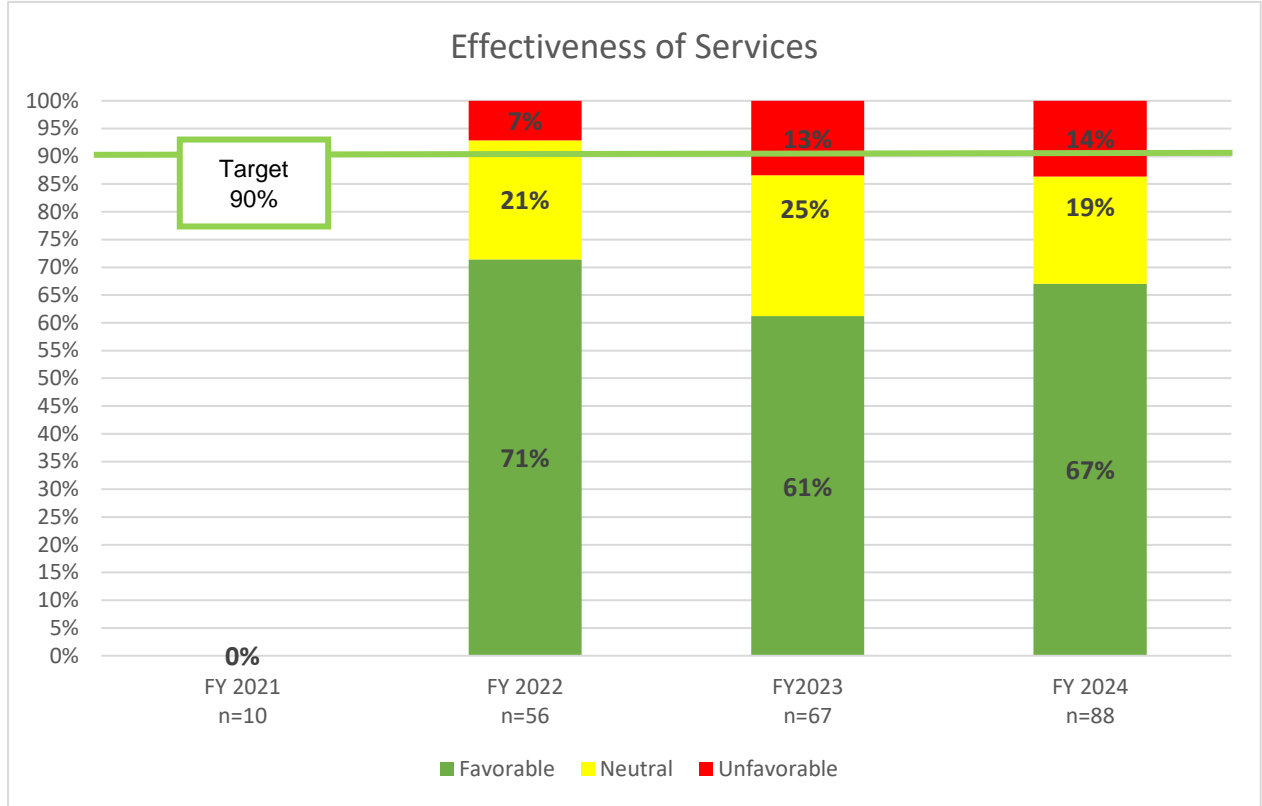
- For FY 2025: The ADRC Team will meet the needs of 95% of the total contacts with connections to services: 60% of the contacts with another 35% categorized as ongoing case management.

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AAA - Aging and Disability Resource Center

Measure 3.2 Effectiveness of services

Data



Data Summary

- Effectiveness of services is measured by the final question in the ADRC Satisfaction Survey: "I am better off now than before I was served by the staff." The goal is to achieve a 75% favorable response to the survey question.
- Outcomes reflect that 67% of participants report being better off after being served by ADRC staff, while 19% reported neutral, and 14% reported unfavorable.

What is the story behind the data?

- In FY 2024, the percentage of clients responding favorably increased to 67%. The addition of more staff to support the ADRC's clients contributed to this increase. The volume of clients and the complexity of needs increasing contributed to us not reaching our 75% goal.
- There is an ongoing challenge to complete the customer surveys at existing staffing levels. Due to the increased volume of customers, and the acuity and complexity of customer needs, staff were limited in their ability to collect survey data despite incorporating email surveys as a means of collection.
- In FY 2024, the ADRC Team Lead sent 328 emails to clients inviting them to complete the survey and only 6% of recipients responded. 24% of the total responses received were a result of this effort. The responses received through the email link were more critical than those received via a phone conversation.
- The team continues to offer a link to the satisfaction survey in their email signature line. The team received no additional responses from this step.
- Those with unfavorable responses voiced displeasure at wait times for assistance, ineligibility for services such as Medicaid, and the desire for more time to be spent with clients during

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visits. The ADRC simply does not have the staff needed to meet the current volume and growing complexity of needs for a growing older adult population in Arlington.

- To support staff, we were able to add three contractors with federal and one-time funds
- Our model is no longer sufficient to provide the quality of service, keep up with required documentation, address clients with critical behavioral health needs, and to prevent staff burnout.

Recommendations

Target Dates

- Explore alternative methods to collect satisfaction data including resources that automate survey collection and analysis.
- Explore new ideas for measuring the effectiveness of services delivered.
- Expand staff support to provide more consistency and continuity in survey collection.
- Evaluate model for service delivery.

- FY 2025 Q4
- FY 2025 Q4
- FY 2025 Q4
- FY 2025 Q1

Forecast

- FY 2025: Anticipate achieving 90% favorable responses.