



San Francisco Department of Disability and Aging Services Annual Report

FY 2023-24



SAN FRANCISCO HUMAN SERVICES AGENCY
**Department of Disability
and Aging Services**

Letter from the Director

The start of a new fiscal year brings with it the opportunity to reflect on DAS's accomplishments over the last year, and to define key Department priorities for the year ahead.

I'm proud of what DAS and our partners in the City and community achieved in FY 2022-23. We are providing essential, supportive services to more older adults and adults with disabilities in San Francisco than ever before. For example, **DAS saw record levels of service enrollment** across In-Home Supportive Services and our many community-based services administered by the Office of Community Partnerships last year — exceeding even pre-COVID-19 service levels. Our success in these areas is a testament to the **effectiveness of our focused outreach to diverse populations** throughout the city, and the impact of new, **collaborative service models designed to better reach clients with complex needs** at the intersection of social services, housing, health, and other systems.

In FY 2023-24, I'm excited both to see several major multi-year DAS initiatives enter their final phases of work, and to embark on new collaborative efforts, such as:

- **Disability Community Cultural Center:** We are currently finalizing procurement and will soon begin implementation.
- **Online Resource Directory:** We have developed an initial build of the tool, are conducting user testing to refine it, with plans to launch the tool to the public later this year.
- **CalAIM resource connections:** We have planned new service pathways to connect high-needs clients with CalAIM Enhanced Care Management and Community Supports in partnership the San Francisco Health Plan, and will scale these operations up in the coming months.
- **Enhanced coordination with homelessness services:** We are building on the success of recent IHSS and APS collaborations with the Department of Homelessness and Supportive Housing to explore other strategies to better serve older and disabled adults at imminent risk of or experiencing homelessness.
- **CARE Courts Implementation:** We are gearing up to support the Department of Public Health in the implementation of this new statewide framework for ensuring service connections for individuals with serious mental illness.



Kelly Dearman
Executive Director

**San Francisco
Department of
Disability and Aging
Services**

I'm so grateful to work alongside our dedicated staff, service providers, and community stakeholders, and look forward to our shared efforts this year to ensure diverse older people, adults with disabilities, caregivers, and veterans in our community can thrive.

Introduction

Within the City and County of San Francisco, the **Department of Disability and Aging Services (DAS)** is the government agency charged with **coordinating services for older adults, veterans, people with disabilities, and their families to maximize safety, health, and independence.** As the state-designated Area Agency on Aging for San Francisco, DAS is responsible under the federal Older Americans Act to serve as the focal point for local aging concerns.

DAS is located within the San Francisco Human Services Agency (SFHSA), which delivers a safety net of services and public benefits to promote well-being and independence. Each year, **DAS serves nearly 70,000 unduplicated clients through its department programs and community partnerships.** With an FY 2023-24 budget of \$489 million, DAS is supported by a staff of 449 employees and contracts with over 60 community organizations to deliver services.

We provide programs both directly and through partnerships with community-based organizations, addressing a wide range of needs. This service spectrum spans from **engagement and wellness services** that promote a healthy aging experience for active and independent community members, to services that **support stability in the community** and prevent unnecessary institutional care, to **crisis intervention services** for individuals requiring immediate assistance to mitigate exposure to risks, and reaches the level of **guardianship services** for those unable to manage their needs due to mental illness and cognitive challenges.

San Francisco Department of Disability and Aging Services	
VISION	
San Francisco is a city where people with disabilities and older adults are valued, engaged, and living with dignity.	
MISSION	
The Department of Disability and Aging Services supports the well-being, safety and independence of adults with disabilities, older people, and veterans.	
VALUES	
<ul style="list-style-type: none"> • Compassion • Inclusion • Innovation 	<ul style="list-style-type: none"> • Accountability • Equity



Please read on to learn about our Department, our key achievements in the past year, and our priorities for FY 2023-24 to support older people and adults with disabilities to live safely and engage in our community. These highlights are structured by the five underlying goals that shape the SFHSA five-year strategic plan for 2022-2026:

- **Goal 1: Equity, Inclusion, and Accessibility.** Everyone has equitable access and outcomes across race, ethnicity, age, ability, gender identity, sexual orientation, immigration status, and neighborhood in all of our programs, services, and systems.
- **Goal 2: Strong Workforce and Collaboration.** Our staff and community partners feel supported, heard, valued, and connected to one another and our common mission.
- **Goal 3: Employment and Economic Security.** Everyone has a stable source of income and an opportunity to increase their economic well-being.
- **Goal 4: Health and Well-being.** Everyone has the food, shelter, healthcare, supportive services, and community connection to thrive.
- **Goal 5: Safety and Care.** Everyone is safe and connected in all stages of life, free from abuse, neglect, and exploitation.

FY 2022-23 Highlights: By the Numbers

Our Department



\$483 million budget for direct programs and community partnerships



449 employees working to administer and develop services



60+ community-based organizations partnering to provide diverse services

Our Programs



Home care provided to **29,150 people with disabilities** through the In-Home Supportive Services program



2,780 veterans and dependents assisted in accessing benefits by the County Veterans Service Office



8,330 reports of abuse and neglect investigated by Adult Protective Services

Our Partners



4 million meals provided citywide via **home-delivery** and at **communal dining** sites



12,200 hours of multilingual technology training and education provided to 2,600 clients



37,800 information and referral contacts across 13 community **Ageing and Disability Resource Centers**



73,400 hours of activities provided by community centers – including social and cultural events, art classes, educational workshops – to **16,200 participants**

GOAL 1

Equity, Inclusion, and Accessibility

Everyone has equitable access and outcomes across race, ethnicity, age, ability, gender identity, sexual orientation, immigration status, and neighborhood in all of our programs, services, and systems.

Breaking New Ground for Disability Inclusion

DAS has made important progress over the last year in our ambitious effort to **create the nation's first City-funded Disability Community Cultural Center (DCCC)** — an inclusive space for adults with disabilities from all walks of life, where we celebrate disability culture and contributions to our community. Our focus in FY 2022-23 was on **procuring a service provider to develop and implement the Center**. We conducted several community listening sessions to help shape the procurement process, and shared information about this funding opportunity as widely as possible to help ensure that we receive a wide range of competitive bids to carry out this work. **This year, we expect to conclude the procurement process and begin the exciting work of implementing the Center.**

The DCCC will be located in the Civic Center neighborhood, on the site of a new affordable housing development just a few blocks from City Hall. A quarter of the 112 housing units at this site are designated for low-income people with disabilities. **The site celebrated its groundbreaking in June, and construction is well underway.**



City and community stakeholders celebrate the groundbreaking of The Kelsey in June 2023. The Disability Community Cultural Center will be co-located at this affordable housing site. Photo courtesy of The Kelsey.

Strengthening Outreach to Service Providers and Community Members

In FY 2022-23, **the DAS Benefits and Resource Hub adopted and began implementing a formal outreach plan.** This plan builds on our work in the Civic Bridge program in the year prior, when we partnered with a pro bono consultant to strengthen our outreach messaging and develop strategies for more tailored engagement of diverse consumers.

To help carry out this plan and coordinate ongoing outreach programming, the DAS Hub now hosts a **quarterly DAS Outreach Committee**, with representatives from each program in the Department. The Committee has developed a **shared calendar that lists planned training and outreach events** across DAS programs, and a **tool to collect high-level information about who and how many people we reached** at these events.

This year, we will continue to coordinate and conduct outreach programming, while also carrying out **new or enhanced strategies to boost community engagement**, as outlined in our outreach plan. For example, the DAS Hub will work alongside SFHSA Communications staff to **implement strategies to improve the Department's visibility across various channels where our populations tend to get information** about available resources. These channels include social media, neighborhood newsletters, and local news media, including non-English language sources. We also **plan to refine and enhance our data collection related to outreach programming**, allowing us to track more detailed information about the reach of our community engagement activities within and across DAS programs.

GOAL 1

Equity, Inclusion, and Accessibility

Everyone has equitable access and outcomes across race, ethnicity, age, ability, gender identity, sexual orientation, immigration status, and neighborhood in all of our programs, services, and systems.

1. Reduce poverty, health, and wellness inequities through our programs, services, and policy advocacy.	Responsible
1. Facilitate the development of the FY 2023-24 California Association of Area Agencies on Aging legislative platform and budget priorities through an equity and inclusion lens	DAS Leadership
2. Invest in initiatives to welcome and include all community members in social and civic life.	Responsible
1. Procure a service provider to develop and begin implementation of the Disability Community Cultural Center	Office of Community Partnerships
2. Administer Year 2 of the state-funded Digital Connections program to help bridge the digital divide for older and disabled adults by purchasing devices, providing technology training and support, and improving digital infrastructure	Office of Community Partnerships
3. Scope and begin implementing a Reframing Disability initiative in partnership with Community Alliance for Disability Advocates	DAS Leadership
3. Encourage participation in our programs, particularly among immigrants, communities of color, older adults, people with disabilities, and LGBTQ+ community members, through data-informed and culturally appropriate outreach strategies, services, and spaces.	Responsible
1. Expand strategic outreach efforts to increase awareness of DAS services and programs among consumers and service providers in historically underserved neighborhoods, particularly Supervisorial Districts 1, 2, 4 and 11	DAS Benefits and Resource Hub
2. Develop a monthly series of IHSS outreach activities tailored to immigrant and non-English speaking populations to raise awareness of IHSS services and eligibility, including full-scope Medi-Cal expansion	In-Home Supportive Services
3. Engage providers, clients, and community advisory boards for feedback about new services for transgender and gender-nonconforming older and disabled adults	DAS Special Projects Manager, Office of Community Partnerships

GOAL 1

Equity, Inclusion, and Accessibility

Everyone has equitable access and outcomes across race, ethnicity, age, ability, gender identity, sexual orientation, immigration status, and neighborhood in all of our programs, services, and systems.

4.	Take a holistic approach to connecting people and families to an array of programs and services to meet their unique needs and circumstances.	Responsible
1.	Launch the CalSAWS lobby management system at the DAS Benefits and Resources Hub drop-in center at 2 Gough to streamline service delivery, improve staff coordination, and reduce wait times	DAS Benefits and Resource Hub
2.	Develop a program to provide transportation assistance to veterans traveling to and from in-person appointments at 2 Gough, the VA Hospital, and other key access points for veterans services	County Veterans Service Office
3.	Incorporate DAS outreach and emergency preparedness resources at Mobile Influenza Vaccination pop-up clinics and in-home visits coordinated by CQI, in partnership with In-Home Supportive Services and the Department of Public Health	Clinical and Quality Improvement, DAS Benefits and Resource Hub
4.	Participate in the State's Aging and Disability Resource Centers (ADRC) Advisory Committee to advise relevant California departments on the ongoing development and implementation of the statewide ADRC network	DAS Leadership

GOAL 2

Strong Workforce and Collaboration

Our staff and community partners feel supported, heard, valued, and connected to one another and our common mission.

Fostering Staff Connection, Wellness, and Equity

We have collectively experienced so many profound shifts since the outbreak of COVID-19, perhaps none so significant in the day-to-day as the widespread adoption of remote and hybrid work. **It takes thoughtfulness and intention to build community in this kind of environment.** Unsurprisingly, DAS staff are more than up to the task.

Over the last year, **our staff have organized a variety of activities that foster social connection, promote wellness, and encourage learning and cultural exchange.** For example, the DAS Well-Being Champions, a staff group focused on promoting wellness and positivity in the workplace, hosted the 3rd Annual Golden Paddle Ping Pong Tournament of Champions in May. Open to all HSA employees, and made possible by the support of numerous volunteers, the tournament had over 50 participants. Throughout the year, the Well-Being Champions also led chair yoga sessions, coordinated a group outing with discounted tickets to a San Francisco Giants game, and coordinated Play Your Way Bingo, which encouraged physical activity and nutrition education.



SFHSA staff battle fiercely for the champion's trophy at the 3rd Annual Golden Paddle Ping Pong Tournament of Champions, but in the end, just one champion is crowned!

DAS staff were also active in SFHSA's many Employee Resource Groups (ERGs). ERGs help build a culture of belonging in the workplace through regular meetings, social hours, and Agency-wide cultural events. Over the past year, **ERGs hosted a variety of cultural celebrations for all Agency employees — due in no small part to the leadership of our staff** — including Black History Month, Lunar New Year, and Día de los Muertos.

Using Data about Community Needs to Inform Funding and Program Priorities

This past year, **DAS published the Dignity Fund Services and Allocation Plan** for the upcoming FY 2023-24 to FY 2026-27 funding cycle. This plan serves as **the Department's roadmap for directing services and funding** — including an anticipated \$12 million in Dignity Fund growth — over the next four years to meet the needs of San Francisco's older

adults, adults with disabilities, veterans, and caregivers. **The priorities we outlined in the plan were informed by the 2022 Dignity Fund Community Needs Assessment.** This needs assessment is cornerstone of our rigorous planning process: we reviewed population data, examined service participation and equity trends, and gathered significant input from the diverse communities we serve, to identify areas of unmet need. **We look forward to implementing this plan over the next four years,** building on our accomplishments since the establishment of the Dignity Fund in 2016 and continuing our longstanding work to address unmet needs in our community.

Coordinating City and Community Partners to Support Community Transitions

DAS played an important role over the last year as the **convener and facilitator of the Community Options and Resource Engagement (CORE) workgroup.** The workgroup supported the Department of Public Health to **coordinate community transitions for more than 30 clients with complex medical and personal care needs discharging from Laguna Honda Hospital.** With CORE's support, seven of these clients have successfully transitioned to less restrictive community settings where they can safely and stably age in place; the others are still pending placement. **CORE helps ensure clients' ongoing and seamless connection to community supports** while Laguna Honda undergoes federal recertification with the Centers for Medicare & Medicaid Services.

CORE is made up of representatives from several DAS programs, including Clinical and Quality Improvement public health nurses; In-Home Supportive Services social workers, agency-based home care providers, and Public Authority staff; and community-based service providers from the Community Living Fund Program. Representatives from the San Francisco Department of Public Health and Department of Homelessness and Supportive Housing, and staff from the San Francisco Health Plan round out the membership of this multi-agency body. The workgroup collaboration has been so effective in bringing together City and community stakeholders to coordinate community transitions that **DAS plans to expand CORE's scope this year, leveraging newly available Medi-Cal funding through CalAIM** to facilitate these transitions where possible.

GOAL 2

Strong Workforce and Collaboration

Our staff and community partners feel supported, heard, valued, and connected to one another and our common mission.

1.	Ensure staff at all levels represent diversity of communities we serve and provide all staff equitable opportunities for growth and advancement.	Responsible
1.	Support DAS staff to complete new Agency-wide racial equity training requirements and to participate in elective learning opportunities hosted by the Office of Diversity, Equity, Inclusion, and Belonging	DAS Leadership
2.	Support the IHSS Public Authority to implement a new benefit (resulting from the 2023 bargaining contract agreement with SEIU Local 2015), assisting select IHSS Independent Providers to access professional development and wellness promotion resources	In-Home Supportive Services
2.	Train and support staff so that they can provide high quality services to clients.	Responsible
1.	Identify trainings and other resources to help improve staff knowledge of disability and anti-ableism	DAS Leadership, DAS Special Projects Manager
2.	Provide DAS staff with quarterly trainings on substance use disorder and trauma-informed approaches and care, in coordination with the Department of Public Health Community Behavioral Health Services division	Clinical and Quality Improvement
3.	Support advocacy led by the California State Association of Public Administrators, Public Guardians, and Public Conservators to establish state funding for Public Conservator and Public Guardian operations	DAS Leadership
3.	Partner with organizations with deep roots in the communities we serve to develop and provide culturally appropriate services.	Responsible
1.	Identify Hub staff with language capacity and/or cultural competency to serve as liaisons supporting outreach and maintaining partnerships with BIPOC and LGBTQ+ communities	DAS Benefits and Resource Hub
2.	Develop new partnerships and cross-organization collaborations focused on preventing homelessness among student veterans and providing support to those experiencing homelessness	County Veterans Service Office

GOAL 2

Strong Workforce and Collaboration

Our staff and community partners feel supported, heard, valued, and connected to one another and our common mission.

4. Facilitate interagency partnerships and research to promote cross-sector collaborations and systems-level change.	Responsible
1. Publish the Area Agency on Aging Plan for FY 2024-25 to FY 2027-28, summarizing our strategic priorities, goals, and objectives to use Older Americans Act funding to support seniors	SFHSA Planning, Office of Community Partnerships
2. Prepare the first-ever Dignity Fund Cycle-End Evaluation to assess the scope and impact of services provided over the four-year funding cycle from FY 2019-20 to FY 2022-23	SFHSA Planning, Office of Community Partnerships
3. Coordinate the Age- and Disability-Friendly SF (ADFSF) Workgroup to facilitate implementation of Year 2 of the 2022-2024 ADFSf Action Plan, including recommendations related to increasing digital equity, improving sidewalk conditions, and fighting ableism in our communities	Age- and Disability-Friendly SF
4. Collaborate with the Department of Public Health to develop referral workflows that support effective implementation of the statewide CARE Courts framework for ensuring service connections for individuals with serious mental illness	Legal & Guardianship Programs
5. Partner with an external consultant to study IHSS Contract Mode services and develop recommendations for a program structure that is financially feasible and ensures high-quality service delivery	In-Home Supportive Services
6. Create a "CVSO Partner Spotlight" series to facilitate regular gatherings of CVSO staff and community partners that encourage information exchange, learning, and veterans service referrals across organizations	County Veterans Service Office
7. Participate in the Department of Emergency Management's Disabilities and Access and Functional Needs Workgroup, providing subject matter expertise to better tailor the City's emergency preparedness/response activities to the needs of people with disabilities and seniors	Clinical and Quality Improvement, Office of Community Partnerships
8. Support implementation planning of recent recommendations to address unmet affordable housing needs among older and disabled adults, in partnership with lead City agencies on housing, disability, and aging	SFHSA Planning, DAS Leadership
9. Conduct Year 1 of research to identify best practices in multi-disciplinary case collaboration and create a profile of APS cases that most benefit from these collaborations in partnership with the University of Southern California	Adult Protective Services

GOAL 3

Employment and Economic Security

Everyone has a stable source of income and an opportunity to increase their economic well-being.

Boosting Independent Provider Enrollment in In-Home Supportive Services

San Francisco is facing an acute caregiving workforce shortage, including in our In-Home Supportive Services (IHSS) program. As such, DAS and our partners are committed to removing or reducing barriers to employment in the caregiving field wherever possible. **We partnered with the IHSS Public Authority late last year to launch a pilot initiative addressing the shortage of IHSS Independent Providers (IPs): we waived the Live Scan fingerprinting fee** that prospective IPs incur when completing a mandatory federal background check as part of the application process to become an IHSS home care worker. Fingerprinting services can cost anywhere from \$55 to \$75, and often pose a financial hardship for many job seekers. **By waiving the fee, DAS and the IHSS Public Authority hope to make it easier for people to become an IP and join the caregiving workforce** helping to meet the personal care needs of some of San Francisco's most vulnerable residents.

The pilot will continue into the new fiscal year, and our preliminary understanding of its impact is promising: in a survey of 260 IHSS IP job applicants who received the fee waiver, **over 85% of respondents agreed that free fingerprinting services made it easier for them to complete the provider enrollment process.**

Developing Partnerships to Connect Veterans with DAS Services

The County Veterans Service Office (CVSO) plays an important role within DAS, **helping veterans and their family members to understand and access the benefits** they are entitled to through the federal Department of Veterans Affairs (VA). To maintain a robust presence in the community last year, **we staffed a weekly outstation at the VA Medical Center at Fort Miley.** This year, we plan to **increase our outstation presence** at the Medical Center to twice a week and **explore opportunities to open new outstations** at other high-traffic locations in San Francisco.

The CVSO will also focus this year on **developing new partnerships** that further broaden our reach among local veterans. In particular, we will focus on **collaborations to help prevent and address homelessness among student veterans** through connection to benefits.

Examining Unmet Need for Money Management Services

Last year, **DAS collaborated with the San Francisco Controller's Office to conduct an assessment of need for money management services** among our populations. These services help clients manage their finances, including to coordinate rent and utilities payments, purchase of food and other necessities, payment of medical bills, etc. Many particularly vulnerable older and disabled adults — like those experiencing homelessness, cognitive impairment, mental health issues, and/or substance use disorders — need this support to remain living safely and stably in the community. **DAS will use the recently published findings to better understand the landscape of available resources, identify service gaps, and inform future policy and funding strategies to address unmet needs.**

GOAL 3

Employment and Economic Security

Everyone has a stable source of income and an opportunity to increase their economic well-being.

1. Provide training, education and support to help people enter and advance in the workforce, particularly BIPOC and other groups who have been historically left out of the labor market or under-employed.	Responsible
1. Implement strategies to boost IHSS Independent Provider enrollment, including enhanced recruitment and a pilot initiative waiving the Live Scan fingerprinting fee that job seekers incur during the enrollment process	In-Home Supportive Services
2. Continue implementation of expanded ReServe programming to develop employment opportunities for older adults and adults with disabilities through subsidized job placements and job training	Office of Community Partnerships
2. Ensure individuals and families access the financial assistance they are eligible for.	Responsible
1. Create an online tool to help veterans prepare needed documents for their appointments with CVSIO Claims Representatives and improve seamlessness of services	County Veterans Service Office
3. Develop and scale resources in innovative strategies to promote economic wellbeing, particularly for immigrants, older adults, people with disabilities, and communities of color.	Responsible
1. Implement Year 2 of a pilot program to reduce barriers to employment for people accessing means tested benefits like Medi-Cal and SSI/SSDI through dedicated benefits counseling and legal advocacy	Office of Community Partnerships
4. Advocate to reform and expand public benefits so more people are eligible and able to reach economic stability.	Responsible
1. Advocate for the passage of AB 1387, which would expand the caregiving workforce and access to a critical economic support for low-income families statewide by permitting undocumented IHSS recipients to select an undocumented family member to serve as their care provider	In-Home Supportive Services
2. Convene state- and county-level partners to advocate for statewide expansion of agency-based IHSS, laying the groundwork for enhancements to our local service model	DAS Leadership

GOAL 4

Health and Well-being

Everyone has the food, shelter, healthcare, supportive services, and community connection to thrive.

Enrolling More Clients in Community-Based Services than Ever

In FY 2022-23, the **DAS Office of Community Partnerships (OCP)** provided a higher level of **services across our community-based programs than ever before** in the Department's history: we served nearly **44,000 unduplicated clients** and facilitated more than **109,000 program enrollments**. These service levels reflect steady annual growth in the reach of our more than 60 community-based programs, even despite a slight decline in services in FY 2020-21, the first full fiscal year of the COVID-19 pandemic. Our ability to return to, and even exceed, pre-pandemic service levels is attributable to factors like **the return of popular in-person services**, continued Departmental investment in **virtual and hybrid service models that increase client access to services**, and the **launch of new programs designed to reach underserved populations** like cultural and linguistic minorities.

We plan to **continue building on our successes in these areas over the coming year, in alignment with the program and funding priorities** we outlined in the Dignity Fund Services and Allocation Plan for FY 2023-24 to FY 2026-27.

Expanding Culturally Resonant Nutrition through Hybrid Congregate Meals

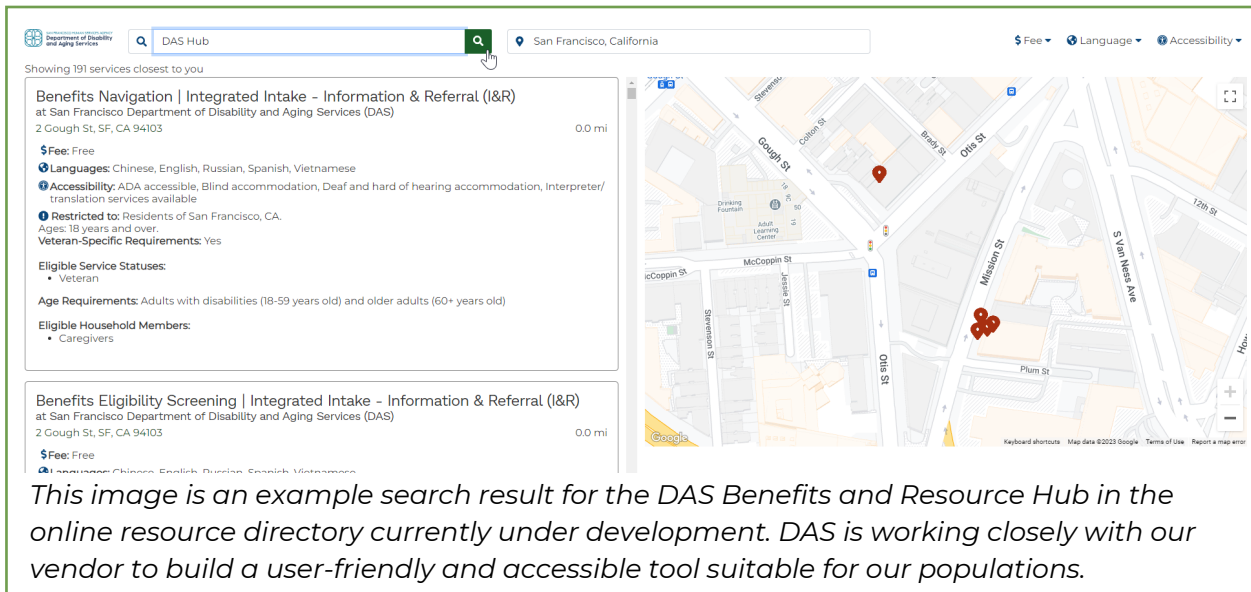
Building on our Department's commitment to providing robust accessible and culturally appropriate food programs, DAS community-based **Congregate Meals providers expanded their hybrid programs offering both in-person and to-go meals** over the last year. Funding has grown in this area in recent years, affording our partners new capacity to **expand their service models, increase culturally responsive food options, and provide other nutrition supports**. This expansion is just one example of the many ways our meal and grocery providers are adapting their service models and diversifying program offerings to better align with consumer needs, acknowledging that no single approach fits all. Now, more than ever, DAS clients across our food programs can access a **range of culturally responsive services including communal dining options, to-go meals, food pantries, and home-delivered meals and groceries**.

Building a Searchable Directory for Disability and Aging Resources

DAS is deeply committed to ensuring that seniors, adults with disabilities, and the professionals who serve them are aware of and can easily navigate the wide range of supportive resources available to support disability and aging in San Francisco. To that end, we have been working with a vendor over the last year to **design and begin building a dynamic online resource directory** that meets the needs of our populations.

The directory will **allow users to develop tailored searches for DAS-funded services and other resources** that are right for them based on factors like service type, location, language capacity and cultural expertise, etc. To supplement the public directory, we will also **implement an integrated tool for DAS Intake staff and select community-based providers to facilitate interagency service referral within our network**. We are excited to begin user

testing with Department staff and community stakeholders in the coming months, as we continue preparations for the 2024 release of this important resource.



Addressing Homelessness and Housing Insecurity

Over the last year, DAS coordinated several key project partnerships with City and community stakeholders to help our populations remain housed and age safely in place:

- **2022 Aging and Disability Affordable Housing Needs Assessment:** DAS facilitated this needs assessment research and report, which culminated in ten findings and nearly fifty recommendations for the City’s lead agencies on issues of housing, disability, and aging to better meet the affordable housing needs of San Francisco’s seniors and people with disabilities. Having concluded our facilitation of this process, DAS has moved into a supporting role that will continue over the next year, collaborating with the San Francisco Planning Department and our other City partners to plan and begin implementation of these recommendations.
- **IHSS Collaborative Caregiver Support Team (CCST):** IHSS launched the CCST model as a small pilot in November 2021, and we significantly expanded this work last year to identify residents in Permanent Supportive Housing (PSH) in need of home care and provide them with enhanced support to get connected to IHSS. This service model helps stabilize PSH residents’ housing, improve their health outcomes, and address challenges related to unit cleanliness and habitability. Through the CCST model, IHSS has successfully enrolled at least 250 new recipients since the pilot began. CCST is currently active in more than 60 PSH sites, where now nearly 1,000 IHSS recipients live. We now staff a permanent CCST unit in IHSS, and will continue to provide services under this model in the coming year and beyond.

SPOTLIGHT ON IHSS CCST PILOT PRELIMINARY EVALUATION FINDINGS

DAS began preparing an evaluation of the CCST pilot last year to understand its impacts. The evaluation is focused on two sites, from which a total of 22 residents were referred to IHSS through this new service model. Outcomes are compared to eight PSH sites or by using a pre-post temporal analysis, as appropriate. Since the sample size is small, we should exercise caution when generalizing findings.

Though our evaluation efforts are still in progress, our preliminary findings show promising results. Select findings appear below:

- **CCST appears to be successful in increasing access to IHSS.** Program application rates were higher at CCST pilot sites than comparison PSH sites (13% compared to 6%). Further, IHSS approval rates were higher at CCST pilot sites (73%) than at comparison sites (50%), and even all IHSS applications in the time period (62%).
 - **CCST appears to be supporting clients' physical and mental wellbeing.** In a pre-post comparison of healthcare utilization for CCST participants before and after accessing IHSS services, we found that clients had an increased volume of outpatient visits (22 pre | 54 post), and a decreased volume of both in-patient visits (27 pre | 17 post) and emergency department visits (13 pre | 5 post). These trends are encouraging. They suggest that people are accessing more outpatient care and remaining in the community rather than accessing acute care in an institutional setting.
 - **CCST appears to improve staff efficacy.** In a pre-post survey of CCST staff, respondents were more likely to express agreement that communication between IHSS and PSH providers worked well after the model was implemented. Prior to the pilot, just half (50%) of staff were in agreement with that communication worked well between these groups; after the pilot, this proportion nearly doubled, with 88% in agreement.
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- **Home Safe:** In FY 2022-23, APS concluded the fourth year of the state-funded Home Safe pilot program, which serves APS clients experiencing or at imminent risk of homelessness. Last year, we expanded a new service model to help medically complex clients residing in City shelters transition into nursing-supported PSH. We served nearly 30 clients across 10 shelters under this new model, approximately 20 of whom we have housed; the others are still pending placement as we work to coordinate their successful transition into permanent housing. APS will continue to provide Home Safe homelessness prevention, housing transition, and long-term care placement this year, supported by additional pilot funding.

GOAL 4

Health and Well-being

Everyone has the food, shelter, healthcare, supportive services, and community connection to thrive.

1. Advance food security through access to CalFresh and community-based programs that provide healthy, nutritious, and culturally relevant food.		Responsible
1.	Support community-based nutrition service providers to continue serving culturally relevant meals and groceries to thousands of older people and adults with disabilities in their homes and more than 80 sites throughout the city	Office of Community Partnerships
2.	Conduct Year 1 of enhanced CalFresh outreach and application assistance to older people and adults with disabilities in collaboration with the SF-Marin Food Bank, supported by state grant funding	Office of Community Partnerships
2. Facilitate access to Medi-Cal, mental health services, and other programs that support physical and mental wellness.		Responsible
1.	Facilitate connection to CalAIM Enhanced Care Management services for eligible (1) high-risk IHSS clients who are unable to manage their own care needs and (2) individuals at risk of institutionalization and/or those transitioning from institutional to community settings, in coordination with the San Francisco Health Plan	In-Home Supportive Services, Office of Community Partnerships
2.	Expand community transitions support coordinated by the multi-agency Community Options and Resource Engagement (CORE) workgroup, leveraging newly available CalAIM resources	Clinical and Quality Improvement
3.	Implement Year 2 of the LGBTQ+ Mental Health Connections pilot program to develop a cohort of culturally competent mental health providers, and to provide participants with digital tools, technology training, and mental health services connection	Office of Community Partnerships
4.	Procure and begin piloting innovative, community-based social services that support senior and disability mental health	Office of Community Partnerships

GOAL 4

Health and Well-being

Everyone has the food, shelter, healthcare, supportive services, and community connection to thrive.

3. Coordinate a network of community support to foster meaningful connections, refer people to resources, and reduce isolation.	Responsible
1. Finish building and launch a dynamic online resource directory for aging and disability resources that incorporates identified best practices and design to strengthen community outreach and engagement, particularly to people with disabilities, and BIPOC and LGBTQ+ communities	DAS Benefits and Resource Hub
2. Pilot the Upstream Social Isolation Risk Screener (an assessment tool used to measure social isolation risk among older adults living in the community and connect them to appropriate resources) in the community-based Case Management program	Office of Community Partnerships
3. Implement Case Management System Assessment recommendations pertaining to data collection, performance measurement, and continuous quality improvement	Office of Community Partnerships, SFHSA Planning
4. Collaborate with the Bay Area Social Services Consortium (BASSC) and its stakeholders to develop a workplan and begin implementation of a regional strategic plan to strengthen aging and adult services	DAS Leadership

4. Help people live safely and stably in the community through connection to home care and housing support services.	Responsible
1. Implement Year 5 of the expanded Home Safe pilot program to prevent and address homelessness in collaboration with the Department of Homelessness and Supportive Housing and the Department of Public Health	Adult Protective Services
2. Explore collaborative strategies to improve service connection to Department of Homelessness and Supportive Housing Coordinated Entry for APS clients experiencing or at imminent risk of homelessness	Adult Protective Services
3. Expand enhanced IHSS referral and enrollment support for unhoused individuals residing in City shelters	In-Home Supportive Services
4. Review and allocate new multi-year funding available through a statewide effort to modernize the Older Californians Act, focused on services that promote aging in place	Office of Community Partnerships
5. Implement more standardized business processes in the DAS Housing Subsidies program, following from recent analysis of program trends and outcomes	Office of Community Partnerships

GOAL 5

Safety and Care

Everyone is safe and connected in all stages of life, free from abuse, neglect, and exploitation.

Implementing Service Expansions in APS

Last year, Adult Protective Services (APS) staff continued work to implement a **statewide program expansion** that went into effect in January 2022, redefining APS eligibility and scope of services to **include seniors ages 60-64 and individuals experiencing homelessness**. We (accurately) projected that this expansion would result in the growth of APS service levels by about **1,100 additional reports of abuse annually — an increase of about 14%** compared to pre-expansion levels. We carried out a variety of activities to meet the anticipated increase in demand for APS services, including: **increasing APS staffing, conducting community outreach to educate mandated reporters** about these changes to service eligibility, and **enhancing coordination with our City and community partners** to provide more seamless services to clients accessing supports across social services, health, housing, and other systems.

We will continue these activities in the coming year, in addition to **ongoing work to develop regular data analysis and reporting on program services and outcomes**. APS leadership will leverage this information to **shape both high-level program strategy** and **inform staff coaching** to improve service quality and equity.

Advocating for Statewide Policies that Promote Elder and Disability Justice
DAS leadership plays an important role in shaping disability and aging policy at the state level, particularly focused on issues of community stability, safety, and justice. In FY 2022-23, we participated in quarterly meetings of **the California Elder and Disability Justice Coordinating Council**, a group of leaders from governmental, advocacy, and community organizations across the state working to increase coordination and develop recommendations that address the protection of older and disabled adults from abuse, neglect, and exploitation.

In addition to bringing our perspective to these high-level strategy sessions, **DAS leadership also served as members on two subcommittees** of the Council focused on **planning and advocacy in targeted program areas — APS and probate conservatorship**. We will continue to play an active role in these subcommittees in the coming year, helping to craft policy recommendations for state leaders, like a proposal to create a much-needed state office to oversee and coordinate Public Guardian services.

GOAL 5

Safety and Care

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1. Prevent children from experiencing abuse, neglect, and trauma by supporting families early, sustaining a network of community-based supports, and redressing disproportionate involvement in the child welfare system based on race, income, substance use, and other areas of bias.	Responsible
<i>SFHSA strategy not applicable to the Department of Disability & Aging Services</i>	
2. Assure safe and stable homes for children who enter foster care by holistically supporting caregivers and by prioritizing family reunification, family home settings, and keeping children in San Francisco.	Responsible
<i>SFHSA strategy not applicable to the Department of Disability & Aging Services</i>	
3. Ensure dignity and maximize independence of older people and adults with disabilities by preventing and addressing abuse, neglect, and financial exploitation.	Responsible
1. Develop new data reports on the Indicators, Services, Outcomes (ISO) Matrix and other key APS metrics to inform individualized staff coaching and other strategies for improving service quality and equity	Adult Protective Services
2. Support statewide policy initiatives to strengthen the conservatorship system and Adult Protective Services through participation and engagement in the California Elder & Disability Justice Coordinating Council	DAS Leadership