



**CITY AND COUNTY OF SAN FRANCISCO**  
DEPARTMENT OF AGING & ADULT SERVICES

# 2019-20 ACTION PLAN

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July 2019

## Introduction

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

DAAS is located within the San Francisco Human Services Agency, which delivers a safety net of services and public benefits to promote wellbeing and independence. Each year, **DAAS serves over 60,000 unduplicated clients through its department programs and community partnerships.** With an overall budget of \$380 million in FY 2019-20, DAAS is supported by a staff of 370 employees and contracts with over 60 community-based organizations to deliver services.

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

**DAAS provides programs that address 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 and cognitive challenges.



**This Action Plan outlines specific actions we will undertake across DAAS programs in FY 2019-20 to support older people and adults with disabilities to live safely and engage in our community.** This work is structured by the five goals outlined within the Department’s five-year strategic plan:

- **Goal 1:** Maintain a robust network of community-based services for older people and adults with disabilities
- **Goal 2:** Protect older people and adults with disabilities from abuse, neglect, and financial exploitation
- **Goal 3:** Provide and support consumer-centered programming to best address client needs
- **Goal 4:** Expand planning and evaluation efforts to ensure best use of resources and maximize client outcomes
- **Goal 5:** Support and develop an engaged professional workforce that is prepared to work with older people and adults with disabilities

**GOAL****1****Maintain a robust network of community-based services for older people and adults with disabilities**

<b>A. Pursue new services and delivery models to address the full spectrum of care needs</b>	<b>Responsible</b>
1. Pilot new and alternative community service program activities (Year 3 of program)	Office of Community Partnerships
2. Fund intergenerational services that foster intentional interaction and encourage relationship building between people of different ages and/or abilities (Year 2)	Office of Community Partnerships
3. Through the Work Matters collaborative, promote expansion of job placement support tailored to older and disabled adults. (Year 2)	Office of Community Partnerships
4. Evaluate and develop continuation plan (as appropriate) for Support at Home pilot that supports middle income people with disabilities to access affordable home care services	Office of Community Partnerships
5. Partner with UCSF Optimizing Aging to pilot a fall prevention program through case management services	Office of Community Partnerships
<b>B. Explore alternative models to best serve younger adults with disabilities</b>	<b>Responsible</b>
1. Partner with government and community agencies to establish the San Francisco Disability Cultural Community Center	Office of Community Partnerships
2. Conduct targeted outreach to younger adults with disabilities for Support at Home program and evaluate their participation trends (Year 3)	Office of Community Partnerships
<b>C. Strengthen caregiver network, including enhanced support for informal caregivers and supporting a robust provider workforce in the In-Home Supportive Services (IHSS) program</b>	<b>Responsible</b>
1. Strengthen processes to enroll and support IHSS independent providers through implementation of a group orientation, moving service center to DAAS Benefits and Resources Hub, and enhancing communication methods, such as the implementation of a texting platform	In-Home Supportive Services
2. Evaluate and improve training program for IHSS independent providers (Year 2)	In-Home Supportive Services
3. Plan and begin implementation of a two-year outreach, training, and enrollment campaign for Electronic Visit Verification for IHSS providers	In-Home Supportive Services
4. Convene Latino community leaders and service providers to explore if greater outreach or other strategies are needed to link caregivers to DAAS services	Office of Community Partnerships
<b>D. Support high-risk individuals to live in the community instead of institutional settings</b>	<b>Responsible</b>
1. Develop outreach campaign and leverage community partners to encourage older adults and people with disabilities to register with AlertSF (SF Department of Emergency Management's notification system)	Age- and Disability Friendly SF Analyst
2. Advocate for expansion of assisted living subsidy programs and support utilization of these resources	DAAS & HSA Leadership
3. Explore ideas and potentially implement pilot to co-locate enhanced services and affordable housing as an alternative to placement in an assisted living facility	DAAS & HSA Leadership

**GOAL  
2**

**Protect older people and adults with disabilities from abuse, neglect, and financial exploitation**

<b>A. Develop specialized resources to address specific client needs and resolve complex cases, including high-risk conditions, self-neglect behaviors, and financial abuse</b>	<b>Responsible</b>
1. Launch San Francisco Home Safe program to prevent and address homelessness in collaboration with the Department of Homelessness and Supportive Housing	Adult Protective Services
2. Explore and develop specialized IHSS units for clients with high risk due to medical and/or behavioral health needs (e.g., hospital discharge, paramedical services, contract mode)	In Home Supportive Services
3. Establish a Community-Based Conservatorship unit to support clients in the Community Independence Participation Program, Post Acute Permanent Conservatorship, and new Housing Conservatorship programs	Public Conservator
<b>B. Continue to improve internal processes and strengthen both internal and external partnerships to promote collaborative service delivery</b>	<b>Responsible</b>
1. Develop a memorandum of understanding with DPH to improve coordination for mental health conservatorships	Public Conservator
2. Implement Housing Conservatorship program (SB 1045)	Public Conservator
3. Partner with City Departments to establish data-sharing agreements to support coordination of resources and services for shared clients across DAAS and other City programs	DAAS Leadership
<b>C. Work with government and community partners to enhance the City's systems-level response to elder abuse, dementia, and other destabilizing factors for high risk populations</b>	<b>Responsible</b>
1. Evaluate Alzheimer's Disease Initiative program results and, as appropriate, develop a continuation plan for successful program components	Office of Community Partnerships
2. Through the IHSS Care Transitions program, pilot early screenings for dementia and depression for new IHSS clients returning home from the hospital	IHSS
3. Pilot a multi-disciplinary team to review suspicious deaths of Adult Protective Services clients and support its growth and competence	Adult Protective Services

**GOAL  
3**

**Provide and support consumer-centered programming to best address client needs**

<b>A. Provide and support consumer-centered programming to best address client needs</b>	<b>Responsible</b>
1. Improve current food security screening approach through IHSS program to streamline process, enhance data collection, and support connection to appropriate nutrition resources	In-Home Supportive Services, DAAS Eligibility
<b>B. Streamline access to resources and advance service integration across Department and community to promote timely access of relevant services</b>	<b>Responsible</b>
1. Utilize IHSS program social workers to support IHSS clients who are newly-eligible for CalFresh to enroll in program	In-Home Supportive Services
2. Enhance integration of services located at DAAS Benefits and Resource Hub and develop revised outreach strategy	DAAS Benefits and Resource Hub
3. Hire vendor to develop updated and enhanced public resource directory of services that support older people and adults with disabilities	Office of Community Partnerships
<b>C. Ensure programs are culturally appropriate for the city's diverse low-income older people and adults with disabilities, including the first LGBT generation aging out of the closet</b>	<b>Responsible</b>
1. Explore factors related to low participation rates of Asian/Pacific Islanders in home-based services	Office of Community Partnerships
2. Convene community leaders and service providers to discuss LGBTQ equity analysis findings related to communities of color	Office of Community Partnerships
3. In partnership with the Office of Transgender Initiatives, identify and fund services to support transgender older people and adults with disabilities	Office of Community Partnerships
4. Convene community leaders and service providers to discuss low participation of Latino adults with disabilities	Office of Community Partnerships

**GOAL  
4**

**Expand planning and evaluation efforts to ensure best use of resources and maximize client outcomes**

<b>A. Complete first Dignity Fund planning and four year funding cycle to best address population needs</b>	<b>Responsible</b>
1. Develop template for Annual Data & Evaluation Report and publish report for prior fiscal year	Office of Community Partnerships
2. Conduct focus area analyses into key topic areas and populations, including analysis of Legal Services programs and Asian/Pacific Islander subgroup trends	Office of Community Partnerships
3. Strengthen contract-level outcome objectives to support better understanding of program impact with a focus on Case Management & Care Coordination services, as well as Community Connection & Engagement services, undergoing procurement process in FY 19/20	Office of Community Partnerships
4. Procure contracts for Case Management & Care Coordination Services, as well as Community Connection & Engagement Services, funded by FY 19/20 growth in Dignity Fund baseline	Office of Community Partnerships
<b>B. Partner with City departments and providers to develop shared client data to support analyses of client demographics, needs, and outcomes</b>	<b>Responsible</b>
1. Conduct evaluation of impact of Contract Mode IHSS services in collaboration with key stakeholders and City departments, including the Controller's Office, DPH, HSH, and Homebridge	In-Home Supportive Services
2. Identify and assess client-level outcomes in mental health and probate conservatorships in partnership with DPH and HSH	Public Conservator, Public Guardian
3. Evaluate the Housing Conservatorship pilot program in partnership with the Housing Conservatorship Oversight and Advisory Committee	Public Conservator
<b>C. Facilitate planning processes and implementation of efforts to promote inclusion of older people and adults with disabilities within the broader city community</b>	<b>Responsible</b>
1. Coordinate Age- and Disability-Friendly SF (ADFSF) Workgroup to facilitate implementation of ADFSF Action Plan, including recommendations related to accessible transportation and accessory dwelling units	Age- and Disability Friendly SF Analyst
2. Launch a San Francisco Reframing Aging campaign to address ageism and reframe public perceptions of aging	DAAS Leadership
3. Integrate DAAS program datasets into HSA Business Intelligence (BI) Data Warehouse to support more efficient and expansive evaluation	Office of Community Partnerships, In-Home Supportive Services, Legal and Guardianship Programs
4. Leverage agency data (including Department of Human Services CalWIN data) to outreach to older adults and people with disabilities and share information about services and enrichment activities	DAAS Leadership

<b>D. Identify opportunities to expand evidence-based programming and develop quality indicators</b>	<b>Responsible</b>
1. Evaluate Adult Protective Services outcomes data from new outcomes tool, the Identification, Services, and Outcomes (ISO) Matrix	Adult Protective Services
2. Support DAAS direct service programs to develop and implement quality assurance and improvement plans	Clinical and Quality Assurance Unit
3. Explore opportunities for health program development and Medicare reimbursement in long-term supportive services	DAAS Leadership, Office of Community Partnerships, Clinical and Quality Assurance
<b>E. Advocate at the state and federal levels for improved services and enhanced funding where needed</b>	<b>Responsible</b>
1. Continue to advocate at state level for the expansion of Assisted Living Waiver and inclusion of regional reimbursement rate in Assembly Bill 50	DAAS Leadership
2. Use data from new Adult Protective Services outcomes tool to demonstrate effectiveness of services and advocate for expansion of this tool across the state	Adult Protective Services
3. Support state efforts to create California's Master Plan for Aging	DAAS Leadership

**GOAL  
5**

**Support and develop an engaged professional workforce that is prepared to work with older people and adults with disabilities**

<b>A. Enhance DAAS training curriculum for staff and community partners to cultivate a knowledgeable workforce</b>	<b>Responsible</b>
1. Develop overview training on the full network of services available for older and disabled adult populations, and offer to DAAS staff and service providers on a regular basis	DAAS Benefits and Resource Hub
2. Strengthen Department's mandatory core curriculum, as well as program-specific trainings	DAAS Education Analyst
3. In coordination with the Advisory Council, improve quarterly trainings for community providers and begin offering out of the Bethany Center	DAAS Education Analyst
4. Develop and implement a structured outreach and training initiative to provide education regarding mental health, probate, and housing conservatorship programs to community-based service providers, hospitals, City departments, and DAAS staff	Public Conservator, Public Guardian
<b>B. Explore strategies to develop and operationalize an equity framework internally and through community-based partnerships</b>	<b>Responsible</b>
1. Train Adult Protective Services and Public Conservator staff on principles of trauma-informed systems and create a staff-driven committee to develop and carry out a plan for applying these principles in practice	Adult Protective Services, Public Conservator, DAAS Project Manager, DAAS Education Analyst
2. Create an internal committee to develop equity initiatives	DAAS Leadership
<b>C. Collaborate with education, training, and workforce programs locally and regionally to address the shortage of adequately trained and engaged professionals in the fields of aging and disability</b>	<b>Responsible</b>
1. Continue tiered wage model and training curriculum in IHSS Contract Mode services in partnership with Homebridge	In-Home Supportive Services
2. Evaluate the impact of tiered wages for IHSS Homebridge homecare workers	In-Home Supportive Services
3. Support evaluation led by BASSC Adult Services/CalSWEC to assess Adult Protective Services stipend pilot (modeled after child welfare Title IV-E)	Adult Protective Services
4. Pilot summer internship stipend program for community-based organizations funded by DAAS	Office of Community Partnerships
5. Identify opportunities to partner with City College's Community Health Worker Certificate program to include training on aging and disability issues and services	DAAS Education Analyst
<b>D. Participate in citywide efforts to support sustainability of partnerships with community-based organizations</b>	<b>Responsible</b>
1. Identify opportunities and develop a structure for providing capacity-building support and technical assistance to service providers	Office of Community Partnerships