



# FY 2021-22 Action Plan



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



# 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, which delivers a safety net of services and public benefits to promote wellbeing and independence. Each year, **DAS serves close to 70,000 unduplicated clients through its department programs and community partnerships.** With an annual budget of \$418 million, DAS is supported by a staff of 372 employees and contracts with over 60 community-based organizations to deliver services.

San Francisco Department of Aging & Adult 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"> <li>• Compassion</li> <li>• Inclusion</li> <li>• Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Equity</li> </ul>

**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 and cognitive challenges.



**This Action Plan outlines specific actions we will undertake across DAS programs in FY 2020-21 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 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

**WHY IT MATTERS:** People of all ages and abilities deserve to live in the community with dignity. Particularly when government partners with non-profit organizations, we can support people to successfully age in place and thrive in their chosen community.

<b>A. Pursue new services and delivery models to address the full spectrum of care needs</b>	<b>Responsible</b>
1. Launch pilot for enhanced In-Home Supportive Services at Permanent Supportive Housing sites in collaboration with the Dept of Homelessness and Supportive Housing and the Dept of Public Health	In-Home Supportive Services
2. Build capacity and increase visibility and traffic to County Veterans Service Office outstations operating in partnership with community-based partners	County Veterans Services Office
3. Implement Case Management program improvements based on recommendations from 2021 systems assessment	Office of Community Partnerships
<b>B. Explore alternative models to best serve younger adults with disabilities</b>	<b>Responsible</b>
1. Procure service provider to develop and begin implementation of the Disability Community Cultural Center	Office of Community Partnerships
2. Identify and implement strategies to increase participation of adults with disabilities in the Support at Home program	Office of Community Partnerships
3. Increase program offerings for adults with disabilities via partnerships with community organizations	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. Improve resources for IHSS caregivers, including improving business processes for in-person and phone services at the Independent Provider Assistance Center and developing a new orientation video for new providers	In-Home Supportive Services
2. Enroll all IHSS Independent Providers into Direct Deposit to support faster payment for services, in alignment with a state mandate for 100% enrollment by June 2022	In-Home Supportive Services
3. Utilize expanded one-time Older Americans Act funding for caregiver services to support current and/or new programming	Office of Community Partnerships
<b>D. Support high-risk individuals to live in the community instead of institutional settings</b>	<b>Responsible</b>
1. Increase community-based conservatorships through the implementation of an outpatient LPS referral pathway	Legal & Guardianship Programs
2. Complete an MOU between the Office of the Public Conservator and Department of Homelessness and Supportive Housing to support conservatees' access to Permanent Supportive Housing units	Legal & Guardianship Programs
3. Community Living Fund staff will participate in new trainings on diversity and inclusion, which will enhance their understanding of client needs within the context of equity and access to resources	Office of Community Partnerships

**GOAL  
2**

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

**WHY IT MATTERS:** While older and disabled adults have a variety of strengths and most live independently in the community without assistance, some benefit from services that help them to meet their basic needs and support them to maintain stability in the community. For those experiencing a period of heightened risk related to their health, housing, or safety, immediate intervention can address critical issues and facilitate connection to needed resources.

<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. Recruit new partners for ongoing pilot project of a new online platform that streamlines collaboration with financial institutions on cases of financial exploitation	Adult Protective Services
2. Implement Year 3 of the newly extended Home Safe pilot program to prevent and address homelessness in collaboration with the Department of Homelessness and Supportive Housing	Adult Protective Services
3. Host and participate in clinical community collaborations to support positive outcomes for APS clients, including the newly launched High Risk Self-Neglect Multi-Disciplinary Team	Adult Protective Services
<b>B. Continue to improve internal processes and strengthen both internal and external partnerships to promote collaborative service delivery</b>	<b>Responsible</b>
1. Prepare for January 2022 expansion of APS services to seniors age 60-64 and individuals experiencing homelessness, in alignment with recent changes to state law	Adult Protective Services
2. Finalize updates to the MOU with the Department of Public Health to promote effective service delivery and collaboration for the benefit of individuals under conservatorship	Legal & Guardianship Programs
3. Facilitate participation of non-profit legal services provider in Elder Abuse Forensic Center and also as a resource for civil cases of financial abuse in the APS Financial Abuse Virtual Unit (FAVU)	Office of Community Partnerships, Adult Protective Services
4. Participate in a City workgroup to plan the acquisition and program design for 1,000+ new units of Permanent Supportive Housing, informed by the needs of older and disabled adults	IHSS, Office of Community Partnerships
<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. Support DAS direct service programs to review and enhance their disaster preparedness and emergency response plans for potential disaster events	Clinical and Quality Improvement Unit
2. Launch pilot to build emergency preparedness capacity within community-based organizations (2020 City Climate Hazard and Resilience Plan recommendation 5.08)	Office of Community Partnerships
3. Carry out a multi-departmental needs assessment to understand the spectrum of money management services in San Francisco and identify potential system gaps and potential solutions	Legal & Guardianship Programs
4. Develop and convene an Elder Death Review Team in collaboration with City partners, including the Medical Examiner, Police Department, District Attorney, and Department of Public Health	Adult Protective Services

**GOAL  
3**

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

**WHY IT MATTERS:** We serve our clients best when we see them as whole, multi-dimensional individuals. Older adults and people with disabilities have complex and varied needs, a wide range of preferences for what and how programs are offered, and diverse cultural backgrounds that shape their engagement with essential social services. Our efforts to take an integrated, holistic, and culturally-appropriate approach with our consumers allows us to move beyond providing them with any single service and instead offer connection to *all* the resources that may benefit them, tailored to meet their unique needs.

<p><b>A. Expand the capacity of program social workers to assess and identify at-risk clients and make referrals to needed resources</b></p>	<p><b>Responsible</b></p>
<p>1. Integrate fall prevention screenings as regular part of Case Management services, utilizing training and materials provided by the UCSF Optimizing Aging Collaborative</p>	<p>Office of Community Partnerships</p>
<p>2. Facilitate outreach and training to mandated reporters regarding changes to Adult Protective Services that will lower program eligibility threshold to age 60</p>	<p>Adult Protective Services</p>
<p><b>B. Streamline access to resources and advance service integration across Department and community to promote timely access of relevant services</b></p>	<p><b>Responsible</b></p>
<p>1. Promote access to vaccinations, including COVID-19 boosters and influenza vaccines, for IHSS recipients who are unable to leave their homes without significant assistance</p>	<p>Clinical and Quality Improvement Unit</p>
<p>2. Provide recurring training about the array of aging and disability services to promote awareness of DAS resources within the Human Services Agency, other agencies, and in the community</p>	<p>DAS Benefits and Resource Hub</p>
<p>3. Procure a vendor to build a dynamic online resource directory for aging and disability resources, drawing on prior year's research into best practices and design (target launch in FY 2022-23)</p>	<p>DAS Benefits and Resource Hub</p>
<p>4. Establish shared standards for service delivery across all Aging and Disability Resource Center partners, including network-wide implementation of options counseling</p>	<p>DAS Benefits and Resource Hub</p>
<p>5. Move the application and intake process for Public Conservator and Public Guardian referrals to the DAS Benefits and Resource Hub, in alignment with the Department's "single door" approach to accessing services</p>	<p>Legal &amp; Guardianship Programs, Benefits and Resource Hub</p>
<p><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></p>	<p><b>Responsible</b></p>
<p>1. Develop strategies to promote more inclusive and equitable services based on findings from DAS BIPOC Community Engagement project</p>	<p>Leadership</p>
<p>2. Engage providers, clients, and advisory boards for feedback about new services for transgender and gender-nonconforming older and disabled adults</p>	<p>Office of Community Partnerships</p>
<p>3. Expand access to popular grocery bag supplemental food programs, enhancing consumer food choices and representation of culturally preferred food items</p>	<p>Office of Community Partnerships</p>

**GOAL  
4**

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

**WHY IT MATTERS:** Developing and utilizing program and population data, as well as coordinating with partners in our planning and evaluation efforts, is pivotal to understanding the impact of our programs and ensuring that we optimize available resources. We work intentionally and collaboratively to identify unmet needs, craft and implement solutions, and evaluate systems.

<b>A. Complete first Dignity Fund planning and four year funding cycle to best address population needs</b>	<b>Responsible</b>
1. Conduct a citywide Dignity Fund Community Needs Assessment to begin second four-year planning and funding cycle	Office of Community Partnerships
2. Develop funding plan for Dignity Fund growth in FY 2022-23, which is an open funding cycle	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 an outcomes-based evaluation of LPS conservatorships in partnership with DPH/Behavioral Health Services	Legal & Guardianship Programs
2. Establish an MOU with the Mayor's Office of Housing & Community Development to permit data sharing and targeted outreach to veterans	County Veterans Service Office
<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. Complete BIPOC Community Engagement project to better understand distinct community needs and barriers to accessing services	SFHSA Planning, Leadership
2. Develop a community outreach plan with innovative strategies to engage BIPOC communities (supported by a Civic Bridge partnership)	Benefits & Resource Hub
3. Facilitate citywide reporting related to affordable housing for older adults and people with disabilities in alignment with new local legislation and in partnership with other City agencies	Leadership, Office of Community Partnerships
<b>D. Identify opportunities to expand evidence-based programming and develop quality indicators</b>	<b>Responsible</b>
1. Pilot the Upstream Social Isolation Risk Screener, an assessment tool to measure social isolation risk among older adults living in the community and connect them to appropriate resources	Office of Community Partnerships, Benefits and Resource Hub
2. Collaborate with Purdue University to develop a live dashboard based on the Indicators, Services, Outcomes (ISO) Matrix, and data gathered by our APS Database to ensure equitable and high quality services	Adult Protective Services
<b>E. Advocate at the state and federal levels for improved services and enhanced funding where needed</b>	<b>Responsible</b>
1. Support the County Welfare Directors Association to introduce legislation allowing IHSS recipients to self-designate as 'stable' and receive simplified reassessments by phone rather than in-person visits	In-Home Supportive Services
2. Participate in the State's Aging and Disability Resource Centers (ADRC) Advisory Committee to advise California departments on the ongoing development and implementation of the statewide ADRC network	Benefits & Resource Hub
3. Collaborate with California's PAPGPC Association to propose the development of a state office to oversee mental health conservatorships	Leadership

**GOAL  
5**

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

**WHY IT MATTERS:** Our workforce is the backbone of our services, and staff must have the knowledge, skills, and abilities necessary meet the diverse needs of older people and adults with disabilities. It is more important than ever before that our workforce, both within DAS and in the San Francisco community, is prepared to meet the mounting demand for disability and aging services as the population ages.

<b>A. Enhance DAS training curriculum for staff and community partners to cultivate a knowledgeable workforce</b>	<b>Responsible</b>
1. Provide enhanced trainings for IHSS Social Workers to better serve recipients with complex needs, including those involving behavioral health concerns	In-Home Supportive Services
2. Prepare DAS Intake Social Workers for inreach and outreach activities to promote awareness of the aging and disability network	DAS Benefits & Resource Hub
3. Develop and utilize a newly-formed DAS Outreach Steering Committee to coordinate and standardize communication practices and outreach programming	Leadership
4. Develop and launch monthly training series for client-facing DAS staff and community providers, which will be provided live and also recorded and made available on-demand (topics such as community resources, client mental health needs, end of life resources)	Office of Community Partnerships
<b>B. Explore strategies to develop and operationalize an equity framework internally and through community-based partnerships</b>	<b>Responsible</b>
1. Implement Trauma-Informed Services protocols in APS functions, to become a healing program that provides opportunities for healing, inclusion and promotion of racial equity in APS	Adult Protective Services
2. Support the citywide implementation of Solidarity SF with the goal of addressing hate crimes against AAPI communities	Adult Protective Services
<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. Support CalSWEC to implement a training and stipend program across California for MSW students committing to work in APS programs	Leadership
2. Pilot summer internship stipend program for community based organizations funded by DAS	Office of Community Partnerships
3. Support the development of career pathways for IHSS caregivers including the CNA 'earn and learn' certification program that Homebridge is piloting with IHSS Contract Mode home care providers	In-Home Supportive Services
<b>D. Participate in citywide efforts to support sustainability of partnerships with community-based organizations</b>	<b>Responsible</b>
1. Identify and implement strategies to support smaller BIPOC-led and BIPOC-focused organizations to compete for city contracts	Office of Community Partnerships