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# FY20 QUARTER #3 PERFORMANCE REPORT

Aging and Long Term Services Department



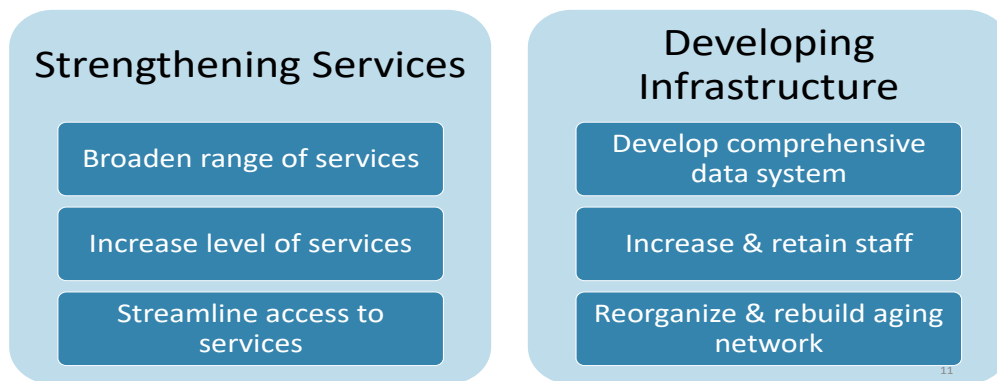
# Aging and Long Term Services Department

## **Agency Mission:**

The Mission of the Aging and Long Term Services Department is to provide accessible, integrated services to older adults, adults with disabilities, and caregivers to assist them in maintaining their independence, dignity, autonomy, health, safety, and economic well-being, thereby empowering them to live on their own terms in their own communities as productively as possible.

## **Agency Goals/Objectives:**

The goal of Aging and Long-Term Services Department (ALTSD) is to build and maintain a sustainable service delivery system to meet the needs of the state’s rapidly growing population of older New Mexicans and adults living with disabilities. To accomplish the goal, ALTSD is focused on two primary issues—services and infrastructure.



## **Key Strategic Plan Initiatives:**

Build and maintain a sustainable service delivery system to meet the needs of the state’s rapidly growing population of older New Mexicans and adults living with disabilities.

- The Long-Term Care Ombudsman program will vastly grow its volunteer workforce to ensure long-term care residents receive consistent, high-quality advocacy services.
- The Aging and Disability Resource Center (ADRC) will enhance its services so that each customer concern is adequately addressed.
- Adult Protective Services (APS) will connect every client with opportunities to develop a long-term care plan that prevents re-entry into the APS system.

Work to increase the level of services by ensuring its current Aging Network programs provide a comprehensive array of services statewide, particularly in rural communities.

- Eliminating waitlists
- Maximizing or leveraging all available funding sources.

Broaden the range of services available to older New Mexicans

- Providing meaningful support and assistance to caregivers
- Researching and implementing innovative healthy aging programs
- Expanding legal services
- Improving the behavioral health network
- Attracting cutting-edge Alzheimer’s and dementia-related disease research to New Mexico

### Streamlining access to services

- Coordination across ALTSD programs
- Collaboration with the health departments and other state agencies
- Statewide community outreach

### Strengthen the Agency's infrastructure

- Develop a comprehensive data system
- Grow and retaining staff development
- Reorganizing the Aging Network
- Streamlining constituents' access to services
- Connect data system to the greater health data HHS 2020 project, in collaboration with the other health departments.

## AGENCY PROGRAMS

CONSUMER AND ELDER RIGHTS DIVISION AND THE LONG TERM CARE OMBUDSMAN PROGRAM	P592
ADULT PROTECTIVE SERVICES	P593
AGING NETWORK	P594

## Consumer and Elder Rights Division and the Long Term Care Ombudsman Program

**Program Description, Purpose and Objectives:** The Consumer & Elder Rights Division assists older adults, adults with disabilities, and their caregivers through a telephonic, web-based, and community based point of entry system. CERD helps people understand their options, access information, maximize personal choice, navigate systems to improve their quality of life.

CERD consists of the following areas:

- Aging & Disability Resource Center (ADRC) with Live Web Chat availability
- State Health Insurance Program (SHIP)
- Senior Medicare Patrol (SMP)
- Care Transitions Bureau (CTB)
- Prescription Drug Assistance Program
- NM Veteran Directed Care Program

The Long-Term Care Ombudsman Program is federally and state mandated to provide independent oversight and advocacy services to residents in New Mexico's long-term care facilities. The program advocates for the recognition, respect, and enforcement of the civil and human rights of residents of long-term care facilities in New Mexico. Highly skilled staff and many volunteers throughout the state regularly visit nursing homes and other long-term care facilities to ensure that residents are properly treated.

**Program Budget (in thousands):**

FY19	General Fund	Other State Funds	Federal Funds	Other Transfers	TOTAL	FTE
200	1,277.2	-	1,111.8	1,010.0	3,399.0	47.5
300	91.1	-	392.0	-	483.1	
400	194.6	-	523.2	-	717.8	
TOTAL	1,562.9	-	2,027.0	1,010.0	4,599.9	

FY20	General Fund	Other State Funds	Federal Funds	Other Transfers	TOTAL	FTE
200	1,621.6	-	995.0	1,200.0	3,816.6	50
300	24.8	-	591.1	-	615.9	
400	195.1	-	522.7	-	717.8	
TOTAL	1,841.5	-	2,108.8	1,200.0	5,150.3	

**Program Performance Measures:**

1. Percent of calls to the Aging and Disability Resource Center that are answered by a live operator.
2. Percent of residents who remained in the community six months following a nursing home care transition.
3. Percent of ombudsman complaints resolved within sixty days.

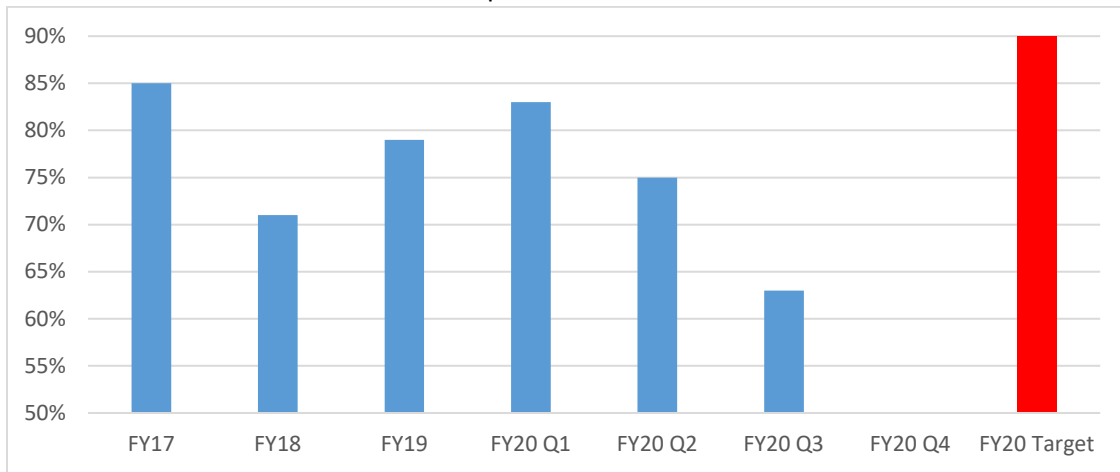
# PERFORMANCE MEASURE #1

*Percent of calls to the Aging and Disability Resource Center that are answered by a live operator.*

## Results

FY17	FY18	FY19	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	FY20 Total	FY20 Target
85%	71%	79%	83%	75%	63%			90%

Graph of Data Above



**MEASURE DESCRIPTION:** The measure indicates the complexity of calls received by the Aging and Disability Resource Center. It also reflects the extent to which social service program changes are affecting the quality of life of beneficiaries.

**DATA SOURCE/METHODOLOGY:** The ADRC utilizes the Cisco call system database and Social Assistance Management System (SAMS) database. The ADRC model required by the Federal government's Administration for Community Living (ACL) is an entry where consumers obtain information, assistance, and referrals. The percent of calls answered by a live operator provides an indication of the demand for services and its relationship to customer service and ADRC staff resources.

**STORY BEHIND THE DATA:** During the 3<sup>rd</sup> Qtr., the ADRC received 8,361 calls (average of 133 per day), of which 5,139 were answered by a live person. Of the 8,361 callers, 3,222 left a voice message and their calls were returned. The decrease in calls being answered by a live operator during the 3rd quarter was due to two holidays and the COVID-19 pandemic. The COVID-19 pandemic resulted in a significant change in how business in Government is handled. With the majority of ALTSD personnel working remotely, since mid-March, there was an increase in doing callbacks on voicemails left for the ADRC.

The average length in time per call is averaging 11 minutes, with the maximum talk time average being 58 minutes. We had a full staff of 8 Options Counselors, and 2 Options Counselors in training, and had assistance from SHIP/SMP/PDA staff, with callbacks, after March 15<sup>th</sup>.

The *Alliance for Information and Referral Taxonomy* is used to track the topics discussed and reviewed during each counseling session. Topic entries are entered into the SAMS database, which includes entries, by non-ADRC staff. The top five topics of concern in this quarter were:

- Medicaid – 5,980 consumers
- Medicare – 4,662 consumers (benefit explanation, enrollment, and counseling).
- Senior Center Services – 3 consumers
- Prescription Drug Assistance – 413 consumers
- Social Security - 98 consumers

**IMPROVEMENT ACTION PLAN:**

- Ensure ADRC has adequate staff to meet daily calls;
- Management will monitor call queue activity and assist with peak call times;
- Evaluate ADRC calls to determine if the correct information was given to consumer and correct call topic was selected based on call review;
- Meet with counselors to review quality reviews;
- Review quality reviews findings and assess if additional training is needed;
- Continued training of counselors in options counseling and assessment tool to include documentation in internal database;
- Submit recruitment of vacant positions as positions become vacant.

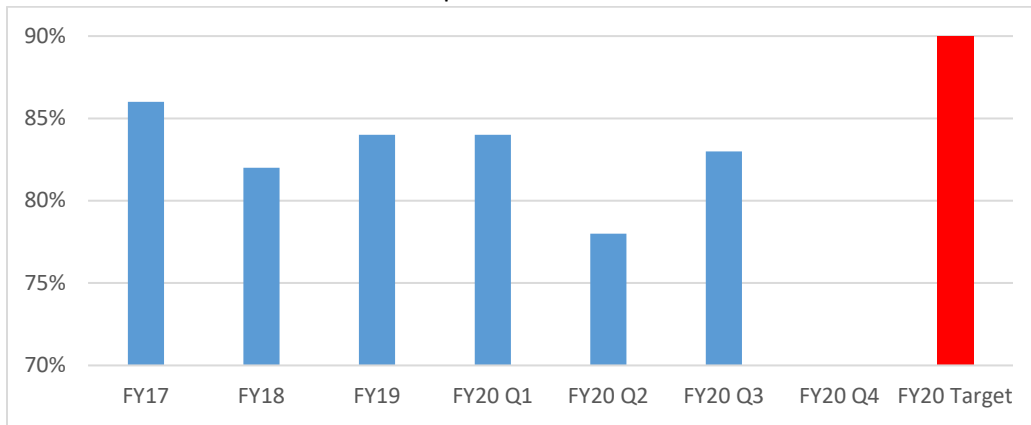
## PERFORMANCE MEASURE #2

*Percent of residents who remained in the community six-months following a nursing home care transition.*

### Results

FY17	FY18	FY19	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	FY20 Total	FY20 Target
86%	82%	84%	84%	78%	83%			90%

Graph of Data Above



**MEASURE DESCRIPTION:** The percent of residents who left a nursing facility and have remained in the community six months after the transition.

**DATA SOURCE/METHODOLOGY:** Source of Data: Social Assistance Management System (SAMS) database captures data entered into the system.

**STORY BEHIND THE DATA:** Percent of residents requesting short-term transition assistance from a nursing facility who remained in the community during the six-month follow-up. During the third quarter of FY20, 144 of the 172 residents, or 83% of residents requesting short-term transition assistance from a nursing facility remained in the community during the six-month follow-up. The Care Transition Bureau (CTB) residents, requesting short-term transition assistance from a nursing facility, who remained in the community during the six-month follow-up, has increased from our last reporting period from 78% to 83%.

The Bureau has begun to see an increase in referrals from nursing home residents, who want to receive advocacy services from CTB. Our numbers directly reflect an increase from last quarter, as we continue to serve New Mexico nursing facility residents in advocating for their safe discharge into the community.

The CTB continues to provide training/program education, to Nursing Facility Social Service Directors and Administrators. By providing on-going education, we will increase the number of residents we serve. The CTB Supervisors continue working with the Aging and Disability Resource Center, in the submission of referrals to our program. It is the goal of the CTB to continue providing outreach and education, to increase the number of residents served by our Bureau.

In addition, the CTB assisted the NM Ombudsman Regional Coordinators, in reaching out to Nursing and Assisted Living Facilities statewide, to provide guidance on their precautions and visitor limitations amid the COVID-19 pandemic. The purpose of our outreach was to request information on how facilities would provide access to residents to communicate

with their loved ones in the community. We also requested that facilities ensure residents have access to an Ombudsman, even as facilities took greater COVID-19 precautions. The facilities were provided with resources from NM Department of Health and Centers for Medicare/Medicaid.

During the third quarter, some of the factors that contributed to the 83% were:

- Residents passing away,
- Residents refusing services, and
- Residents who returned to a nursing facility.

**IMPROVEMENT ACTION PLAN:**

- Ensure the Bureau assesses resident when a referral is made within 24-72 hours, so that individuals are adequately identified and needs are addressed.
- Implement a service and support action plan directed by the resident.
- Evaluate consumer file to determine if the correct service and support action plan was given to consumer based on assessment.
- Ensure all staff cases are followed-up within case timeframe to ensure services are in place.
- Continued training of coordinators in options counseling and assessment tool to include documentation in internal database.
- Follow-up for six months post-discharge to assist in resolving any issues and to ensure a successful transition.



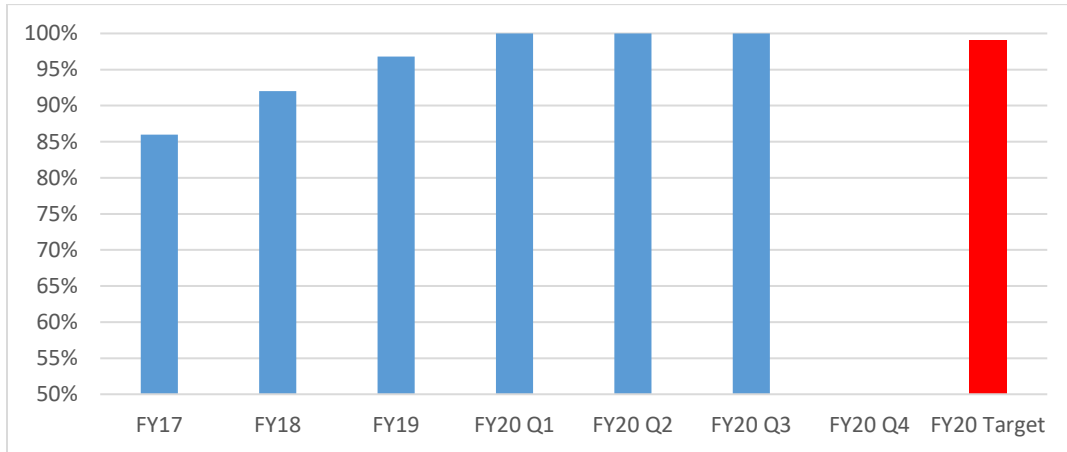
## PERFORMANCE MEASURE #3

*Percent of Ombudsman complaints resolved within sixty days.*

### Results

FY17	FY18	FY19	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	FY20 Total	FY20 Target
86%	92%	96.80%	100%	100%	100%			99%

Graph of Data Above



**MEASURE DESCRIPTION:** The percent of complaints that the Ombudsmen resolved in 60 days or less.

**DATA SOURCE/METHODOLOGY:** A complaint is a concern relating to the health, safety, welfare or rights of one or more residents in nursing or assisted living facilities, which requires investigation and action. The number of complaints, the investigation findings and disposition of each complaint, and the dates when the complaints are opened and closed are tracked in Ombudsmanager, a database platform provided by WellSky. This information is exported to an excel spreadsheet to calculate the number of days it took to resolve each complaint, and the percentage of complaints that were resolved in 60 days or less.

**STORY BEHIND THE DATA: STORY BEHIND THE DATA:** During the third quarter of FY20, New Mexico experienced its first case of COVID-19. Within the first 48 hours of the announcement, the Ombudsman Program called all 340 nursing homes and assisted livings, to assess the visitor screening precautions facilities were taking, their plan to help residents and families stay connected, and flag for the Department of Health which facilities needed additional support with COVID-19 precautions. We spent the next two weeks delivering computer tablets to each facility to provide access to virtual communication for residents and their loved ones in the community. Although Ombudsmen cannot enter long-term care facilities due to COVID-19 precautions, we continue to resolve complaints and provide information. As residents have tested positive in nursing homes and assisted living facilities, our ability to advocate for resident rights, care, and quality of life has become even more critical.

In the third quarter of FY20, the Ombudsman Program responded to and resolved 183 complaints on behalf of residents in nursing and assisted living facilities. All 183 complaints were resolved in less than 60 days, with more than two-thirds of complaints resolved in 5 days or less. Additionally, we provided 5,861 consultations to residents, facility staff, and community members.

Discharges and evictions continue to be a common problem the Ombudsman Program encounters in nursing and assisted living facilities, which is why we track our advocacy around inappropriate facility-initiated discharges. In the third quarter of FY20, in 89% of the complaints where residents requested assistance with a facility-initiated discharge, Ombudsmen successfully advocated for the resident to remain in the facility.

The types of complaints in nursing and assisted living facilities are varied. Some of the types of complaints received are related to admission and discharge, autonomy and choice, care, food, living environment, activities, and social services. In the third quarter of FY20, the five most common complaint categories were: (1) Care, especially related to medication administration; (2) Discharges and evictions; (3) Autonomy, Choice, and Rights (4) Abuse and Gross Neglect, and (5) Dietary (dining and hydration). Ombudsmen also received a high number of complaints related to environmental issues.

**IMPROVEMENT ACTION PLAN:** During the last week of the third quarter, we hired a Northwest Regional Coordinator Ombudsman. We now have dedicated Ombudsmen for each region of the State – Metro, Southwest, Northwest, Southeast, and Northeast. Our Northwest Regional Ombudsman, who also assists with outreach to the Pueblos, Tribes, and Nations, has already had an impact on our Program’s ability to develop those relationships.

## Adult Protective Services

### Program Description, Purpose and Objectives:

To investigate reports of abuse, neglect, or exploitation of adults who do not have the capacity to protect themselves and to provide short-term services to prevent continued abuse, neglect, or exploitation.

APS is mandated by state law to provide a system of protective services and to ensure availability of those services to abused, neglected or exploited adults 18 years of age or older, who do not have the ability to self-care or self-protect. APS responds to situations in which functionally incapacitated adults are being harmed, are in danger of mistreatment, are unable to protect themselves, and have no one else to assist them. There are five APS regions serving all 33 counties of New Mexico.

### Program Budget (in thousands):

FY19	General Fund	Other State Funds	Federal Funds	Other Transfers	TOTAL	FTE
200	8,197.0	-	-	-	8,197.0	132
300	1,285.2	-	-	2,498.6	3,783.8	
400	1,381.8	-	-	-	1,381.8	
TOTAL	10,864.0	-	-	2,498.6	13,362.6	

FY20	General Fund	Other State Funds	Federal Funds	Other Transfers	TOTAL	FTE
200	8,907.6	-	-	-	8,907.6	130
300	1,285.3	-	-	2,164.4	3,449.7	
400	1,460.4	-	-	11.9	1,472.3	
TOTAL	11,653.3	-	-	2,176.3	13,829.6	

### Program Performance Measures:

1. Number of Adult Protective Services investigations of abuse, neglect or exploitation.
2. Percent of emergency or priority one investigations in which a caseworker makes initial face-to-face contact with the alleged victim within prescribed timeframes.
3. Number of active clients who receive home care or adult day care services as a result of an investigation of abuse, neglect or exploitation.

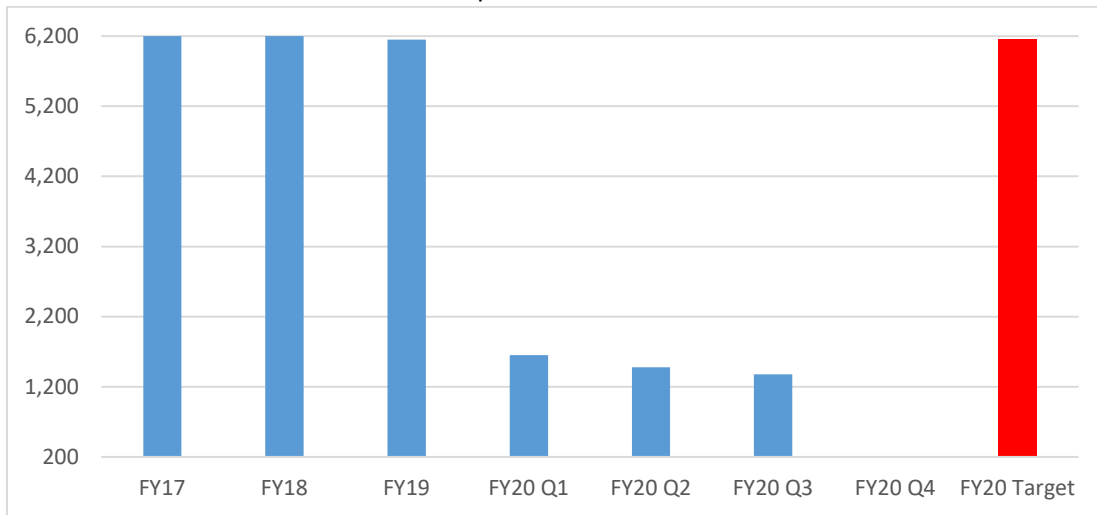
# PERFORMANCE MEASURE #1

*Number of Adult Protective Services investigations of abuse, neglect or exploitation*

## Results

FY17	FY18	FY19	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	FY20 Total	FY20 Target
6,233	6,671	6,150	1,651	1,480	1,378			6,150

Graph of Data Above



**MEASURE DESCRIPTION:** This measure is the number of investigations of abuse, neglect or exploitation initiated by Adult Protective Services in a given time period.

**DATA SOURCE/METHODOLOGY:** Adult Protective Services uses the WellSky Human Services system to maintain a database of investigation information. To provide data for this performance measure APS uses a report within the WellSky Human Services system to extract the data.

**STORY BEHIND THE DATA:**

During the third quarter, Adult Protective Services completed 1,378 investigations. We continue to be on target to the number of investigations completed for FY20.

**IMPROVEMENT ACTION PLAN:**

Adult Protective Services will continue to complete community outreach events to insure understanding of the services we provide.

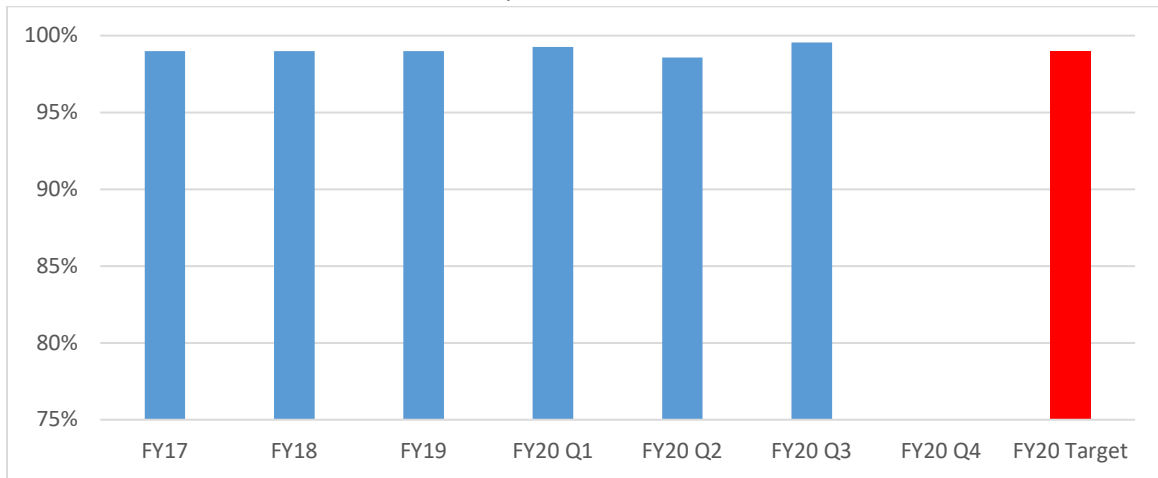
## PERFORMANCE MEASURE #2

*Percent of emergency or priority one investigations in which a caseworker makes initial face-to-face contact with the alleged victim within prescribed timeframes.*

### Results

FY17	FY18	FY19	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	FY20 Total	FY20 Target
99%	99%	99%	99.27%	98.58%	99.56%			99%

Graph of Data Above



**MEASURE DESCRIPTION:** Reports to APS are assessed to determine priority. Cases assigned to emergency priority are when an alleged victim in a situation of serious harm or danger of death from abuse or neglect. Cases assigned to Emergency priority require that an APS caseworker make face-to-face contact with the alleged victim within three hours of assignment of the case. Cases assigned a Priority One status require an APS caseworker to make face-to-face contact within 24 hours of the assignment of the case. This measure reports how successful APS is in meeting these requirements.

**DATA SOURCE/METHODOLOGY:** Adult Protective Services uses the WellSky Human Services system to maintain a data base of investigation information. To provide data for this performance measure APS uses a report within the WellSky Human Services system to extract the data.

**STORY BEHIND THE DATA:**

Adult Protective Services strives to make face-to-face contact with clients in emergency situations as quickly as possible to provide much needed support services. During this quarter, Adult Protective Services experienced an influx of newly hired employees, and with that the need to develop their skills by providing ongoing training. APS management has been focusing on ensuring all new hires and existing staff gain a clear understanding of APS' computer system, to ensure case workers are properly documenting face-to-face contact with clients.

**IMPROVEMENT ACTION PLAN:**

Supervisors will continue to review new employees face-to-face contact data on a monthly basis to ensure compliance with timeframes.

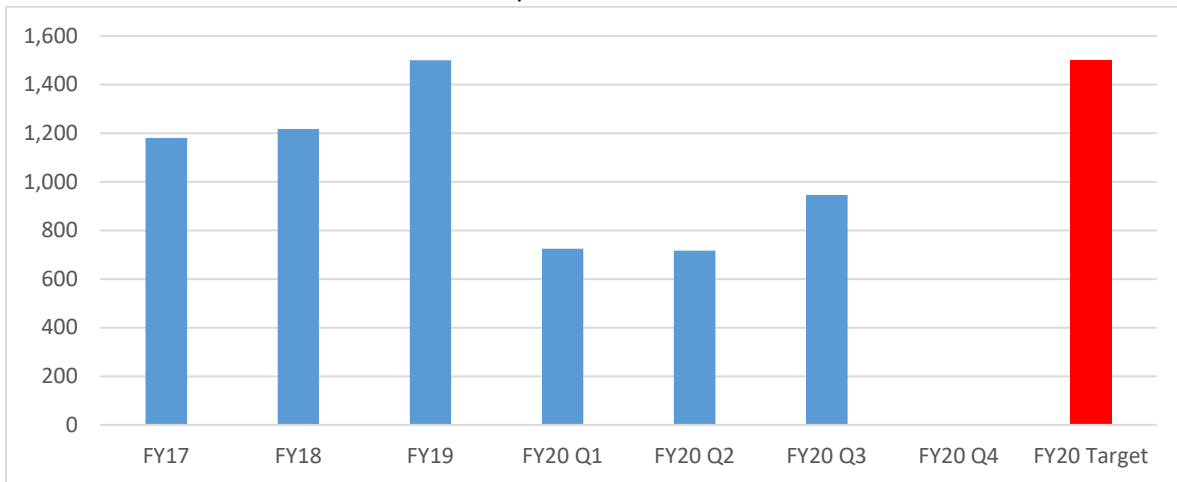
## PERFORMANCE MEASURE #3

*Number of active clients who receive home care or adult daycare services as a result of an investigation of abuse, neglect or exploitation.*

### Results

FY17	FY18	FY19	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	FY20 Total	FY20 Target
1,181	1,217	1,500	725	717	946			1,500

Graph of Data Above



**MEASURE DESCRIPTION:** Adult Protective Services provides home care services or day care services to clients to stay in their communities and mitigate ongoing abuse, neglect or exploitation.

**DATA SOURCE/METHODOLOGY:** Home care and day care contractors provide quarterly reports that includes the number of clients.

**STORY BEHIND THE DATA:**

Adult Protective Services provides home care or day care services to provide supportive services for victims of abuse, neglect and/or exploitation. Previous year’s data was counted on a cumulative basis. . The current data is the number of clients (on average) served monthly and provides a more accurate measurement of clients served during the quarter.

**IMPROVEMENT ACTION PLAN:**

Adult Protective Services will continue to provide home care and day care services to clients.

## Aging Network

**Program Description, Purpose and Objectives:** The Aging Network Division (AND) is comprised of the Senior Services Bureau (SSB) and Senior Employment Program Bureau (SEP) and houses the budgets for the Office of Alzheimer’s and Dementia Care, and the Pueblos, Tribes and Navajo Nation.

The purpose of the Aging Network is to provide supportive social and nutritional services for older individuals and persons with disabilities, so they can remain independent and involved in their communities. In addition, provide training, education and work experience to older individuals, so they can enter or re-enter the workforce and receive appropriate income and benefits. Some of the services supported include congregate and home delivered meals, transportation, social services and health promotion, senior employment, and volunteer programs.

AND serves older adults through cooperative arrangements with New Mexico Area Agencies on Aging (AAA's), for the provision of supportive services, such as congregate and home-delivered meals. The AAA's contract with local and tribal governments and private organizations, to deliver services throughout New Mexico.

**Program Budget (in thousands):**

FY19	General Fund	Other State Funds	Federal Funds	Other Transfers	TOTAL	FTE
200	1,122.6	34.9	266.9	-	1,424.4	
300	621.2	10.0	-	-	631.2	
400	24,248.9	70.9	10,506.6	-	34,826.4	
TOTAL	25,992.7	115.8	10,773.5	-	36,882.0	

FY20	General Fund	Other State Funds	Federal Funds	Other Transfers	TOTAL	FTE
200	608.3	34.9	555.3	-	1,198.5	
300	622.2	10.0	-	-	632.2	
400	27,787.0	70.9	10,506.6	-	38,364.5	
TOTAL	29,017.5	115.8	11,061.9	-	40,195.2	

**Program Performance Measures:**

1. Percent of older New Mexicans whose food insecurity is alleviated by meals received throughout the Aging Network.
2. Number of hours of caregiver support provided.

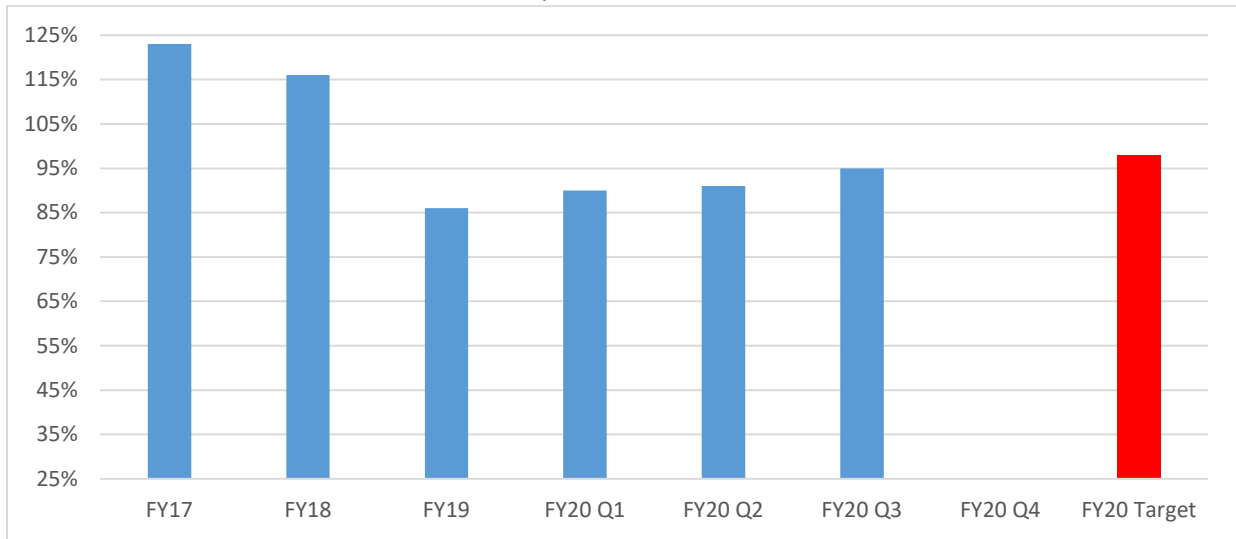
# PERFORMANCE MEASURE #1

*Percent of older New Mexicans whose food insecurity is alleviated by meals received throughout the Aging Network.*

## Results

FY17	FY18	FY19	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	FY20 Total	FY20 Target
123%	116%	86%	90%	91%	95%			98%

Graph of Data Above



**MEASURE DESCRIPTION:** This performance measure indicates the extent to which congregate and home-delivered meals are alleviating food insecurity amongst New Mexicans age 60 and older (age 55 and older in tribal communities). Food insecurity is defined by the U.S. Department of Agriculture (USDA) as limited access to adequate food due to lack of money and other resources

**DATA SOURCE/METHODOLOGY:** Source of Data: Area Agencies on Aging and service providers. Aging Network meal providers serve congregate and home-delivered meals to consumers throughout the state, including in rural and tribal communities. The providers report numbers of meals and consumers served to the area agencies, which, in turn, report them to the ALTSD utilizing a WellSky database.

**STORY BEHIND THE DATA:** AND serves older adults through cooperative arrangements with New Mexico Area Agencies on Aging (AAA's), for the provision of supportive services, such as congregate and home-delivered meals. The AAA's contract with local and tribal governments and private organizations, to deliver services throughout New Mexico. Home Delivered Meals reduce food insecurity throughout New Mexico. During FY20 Quarter 3—626,791 home delivered meals were provided to 21,968 older New Mexicans and 343,397 Congregate Meals were provided. A total of 27,560 unduplicated consumers were served congregate meals.

The COVID-19 pandemic resulted in a significant data change after Governor; Michelle Lujan Grisham declared a state of emergency on March 11, 2020. After this date, senior centers were closed and congregate meals were no longer served.



In place of congregate meals, COVID-19 meals designated, [Home Delivered Meals—non-home bound congregate consumers now receive home delivered, grab and go, and pick-up meals and children’s meals. (This includes new consumers who have not been assessed.)]. Food Box Delivery—delivering food and groceries boxes to the homes of consumers—was an additional service provided by meal sites, senior centers, and ALTSD. IAAA and NAAA services vary by Pueblo, Nation and Tribe. Some sovereign nations are closed and others have reduced hours only distributing Home Delivered Meals.

The number of new seniors accessing meal services (grab and go and home delivered) has increased by 49%.

**IMPROVEMENT ACTION PLAN:**

<b>Action</b>	<b>Responsibility</b>	<b>Timeline</b>
1. Issue Area Plan Guidelines	ALTSD	2nd Quarter (Issued)
2. Area agencies develop plans	Area Agencies on Aging	3rd Quarter
3. Approve plans	ALTSD	3rd Quarter
4. Service delivery and reporting	Area Agency Contract Service Providers	Monthly
5. Training	ALTSD and Area Agencies on Aging	Quarterly

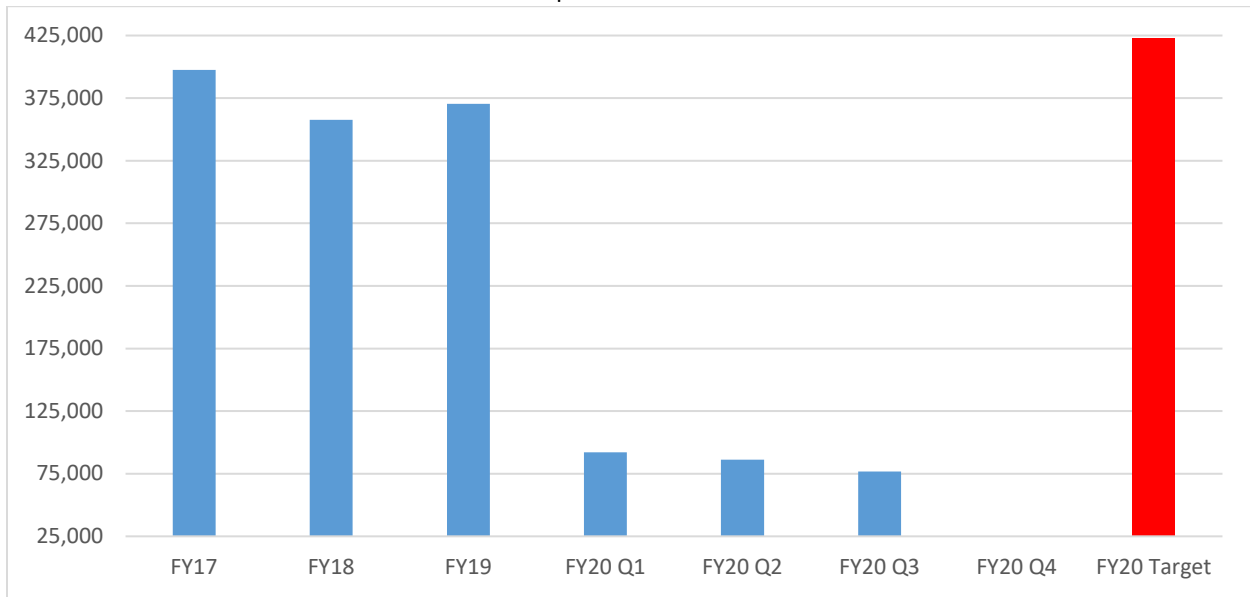
## PERFORMANCE MEASURE #2

### *Number of hours of caregiver support*

#### Results

FY17	FY18	FY19	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	FY20 Total	FY20 Target
397,598	357,721	370,538	92,167	86,122	76,724			423,000

Graph of Data Above



**MEASURE DESCRIPTION:** Caregiver support is a strategic priority for ALTSD. Services reported under this measure include home care, adult day care, respite care, and other support services. The measure expanded last year to include training, counseling and support groups, in order to more comprehensively reflect the wide array of support services being provided to New Mexico caregivers. The training data reported includes evidence-based caregiver training, such as that provided through the Savvy Caregiver training program. In addition to the services provided by area agency contract providers, this measure includes services provided by the Alzheimer’s Association, New Mexico Chapter.

**DATA SOURCE/METHODOLOGY:** The training data reported includes evidence-based caregiver training, such as that provided through the Savvy Caregiver training program. In addition to the services provided by contracted area agency providers, this measure includes services provided by the Alzheimer’s Association, New Mexico Chapter.

**STORY BEHIND THE DATA:** The purpose of the Aging Network is to provide supportive social and nutritional services for older individuals and persons with disabilities, so they can remain independent and involved in their communities. During FY20 Quarter 3, the number of hours of caregiver support were—Respite Care=24,144; Adult Day Care=30,327; Homemaker=17,749; and, Other Support Services=3,504.

The COVID-19 pandemic resulted in a significant data change after Governor; Michelle Lujan Grisham declared a state of emergency on March 11, 2020. After this date, provision of services were altered to comply with the public order and isolation guidance.

**IMPROVEMENT ACTION PLAN:**

<b>Action</b>	<b>Responsibility</b>	<b>Timeline</b>
1. Issue Area Plan Guidelines	ALTSD	3rd Quarter
2. Area agencies develop plans	Area Agencies on Aging	4th Quarter
3. Approve plans	ALTSD	4th Quarter
4. Service delivery and reporting	Area Agency Contract Service Providers	Monthly
5. Training	ALTSD and Area Agencies on Aging	Quarterly