



# San Francisco Department of Disability & Aging Services Annual Report

FY 2022-23



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

## Letter from the Director

Now, well over two years since the coronavirus outbreak, our city is still learning the shape of our new normal. Against this ever-changing backdrop, our staff and partners are still learning to navigate and rise to the challenges of delivering meaningful, inclusive, and high quality services that help to ensure that older and disabled San Franciscans from all walks of life can thrive.

As we reflect on our accomplishments in FY 2021-22 and define our key priorities for FY 2022-23, several notable themes stand out:

- **Ensuring equitable programs and services:** We recognize the importance of using data and incorporating diverse community voices to inform equitable service planning and funding decisions. To this end, we completed the second-ever Dignity Fund Community Needs Assessment this April, and will use its findings and recommendations later this year to develop the Dignity Fund Services and Allocation Plan.
- **Promoting inclusion of people with disabilities:** We are committed to making the city and our services more inclusive to people with disabilities. We broke ground last year on the site of the nation's first City-funded Disability Community Cultural Center, and are currently working to procure a service provider to develop and begin implementation of the Center.
- **Expanding awareness of disability and aging resources:** We know that people are more likely to seek our help if they know what resources are available to them. We partnered with Civic Bridge last year to strengthen our community outreach strategies. We have also begun working with a vendor to build, user test, and launch an online resource directory later this year.
- **Strengthening staff capacity:** Our Department and partner staff form the bedrock of our service network. To support them and their ability to serve our clients, we are continuing to provide and expand training opportunities on topics like disability and aging resources, strategies to address complex client needs, racial equity, and combating ableism.
- **Improving service coordination:** Collaboration with City and community partners is central to our work. We launched key initiatives last year — like the IHSS Collaborative Caregiver Support Team and expanded APS Home Safe services — to better address issues of homelessness and housing instability among seniors and people with disabilities. We will continue to reinforce these and other partnerships to address our community's most pressing needs in the coming year.



**Kelly Dearman**  
**Executive**  
**Director**  
San Francisco  
Department of  
Disability and  
Aging Services

I am so proud of all we've achieved together this past year, and am looking forward with excitement to the months ahead in our shared efforts to support and empower older people, adults with disabilities, caregivers, and veterans in our community.

# 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 2022-23 budget of \$483 million, DAS is supported by a staff of 439 employees and contracts with over 60 community organizations to deliver services.

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	
• Compassion	• Accountability
• Inclusion	• Equity
• Innovation	

**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.



**Please read on to learn about our Department, our key achievements in the past year, and our priorities for FY 2022-23 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 2021-22 Highlights: By the Numbers

## Our Department



**\$455 million budget** for direct programs and community partnerships



**371 employees** working to administer and develop services



**60+ community-based organizations** partnering to provide diverse services

## Our Programs



**Home care** provided to **27,800 people with disabilities** through the In-Home Supportive Services program



**2,380 veterans and dependents assisted** in accessing benefits by the County Veterans Service Office



**7,950 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



**750 clients** participated in **3,400 hours of intergenerational programming**



**33,400 information and referral contacts** across 13 community **Ageing and Disability Resource Centers**



**69,300 hours of activities** provided by community centers – including social and cultural events, art classes, educational workshops – to **14,760 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.

#### Promoting Inclusion and Support for People with Disabilities

Recognizing the importance of **strengthening the visibility of the City's services** for people with disabilities, **cultivating more inclusive spaces** for disabled adults, and **celebrating disability culture and contributions** to our community, **we began a process to create the nation's first City-funded Disability Community Cultural Center (DCCC) prior to the COVID-19 outbreak.** Although Department priorities during the pandemic shifted to emergency response and ensuring continuity of essential services, we have resumed work to establish the DCCC, and are **currently in the process of procuring a service provider to develop and begin implementation of the Center this year.**

#### Ensuring Continuity of Services and Supporting Hybrid Infrastructure

One of our Department's critical priorities in the more than two years that have passed since the outbreak of the COVID-19 pandemic has been to **ensure continuity of the over 60 services and programs we provide** directly and in partnership with community-based service providers. **With our support, our provider network transitioned varied services** ranging from communal dining to exercise classes to legal assistance — **first to fully remote or virtual service models, and eventually to hybrid virtual/in-person approaches** as it has become safer to reopen community centers and other hubs for in-person services. **Hybrid services have been especially popular among our clients,** who appreciate the greater flexibility and accessibility that virtual service options can provide, and also **value having the choice to access services in the mode that best meets their unique needs.** This year, to maintain the success and sustainability of hybrid programming across our community-based providers, **the Office of Community Partnerships will provide small grants and technical assistance to support hybrid service infrastructure improvements.**

#### Improving Awareness of Resources through Tailored Engagement Strategies

For many older and disabled San Franciscans, a lack of awareness of disability and aging resources and how to access them poses a significant barrier to service connection. DAS is continually working to **incorporate community outreach and engagement strategies** that help to improve resource awareness — **especially among communities of color and LGBTQ+ communities,** who sometimes feel ignored or left out when they don't know about the resources available to them. For example, our **Benefits & Resource Hub participated in the Civic Bridge program** last year, partnering with a pro bono consultant to strengthen outreach messaging and develop more tailored approaches to engaging diverse consumers. We will keep building on this work in the new fiscal year, launching **new resources for DAS staff and partners conducting outreach, messaging guidelines, and other best practices** for effective community engagement. Other tailored efforts to improve resource awareness and navigation this year also include **implementing expanded outreach and peer navigation services for Black/African American and Vietnamese populations,** supported by new strategic partnerships with culturally appropriate community service providers.

## 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.

<b>1. Reduce poverty, health, and wellness inequities through our programs, services, and policy advocacy.</b>	<b>Responsible</b>
1. Develop a local playbook summarizing DAS priorities and initiatives in alignment the California Master Plan for Aging framework.	Leadership
2. Facilitate the development of the California Association of Area Agencies on Aging legislative platform and budget priorities through an equity and inclusion lens.	Leadership
<b>2. Invest in initiatives to welcome and include all community members in social and civic life.</b>	<b>Responsible</b>
1. Procure a service provider to develop and begin implementation of the Disability Community Cultural Center.	Office of Community Partnerships
2. Provide infrastructure support for existing community-based service providers to continue offering inclusive hybrid in-person/virtual programming.	Office of Community Partnerships
3. Explore the feasibility of launching a Reframing Disability public awareness campaign.	Leadership
<b>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.</b>	<b>Responsible</b>
1. Incorporate new outreach tools, messaging guidelines, and other best practices (identified through last year's Civic Bridge partnership) to strengthen community outreach and engagement, particularly to people with disabilities, and BIPOC and LGBTQ+ communities.	DAS Benefits & Resource Hub
2. Implement the expansion of outreach and peer navigation services focused on Black/African American and Vietnamese populations through new strategic partnerships with community-based providers.	Office of Community Partnerships
3. Coordinate with a community-based provider to enhance outreach, information, and assistance services for veterans at the CVSO outstation hosted at the War Memorial Veterans Building.	County Veterans Service Office, Office of Community Partnerships
<b>4. Take a holistic approach to connecting people and families to an array of programs and services to meet their unique needs and circumstances.</b>	<b>Responsible</b>
1. Identify strategies to improve lobby services at the DAS Benefits and Resource Hub drop-in center at 2 Gough, including ways to streamline service delivery, improve staff coordination, and reduce wait times.	DAS Benefits & Resource Hub



## GOAL 2

### Strong Workforce and Collaboration

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

#### Enhancing Staff Capacity to Provide Effective and Equitable Services

Our staff form the backbone of the DAS service network, and ensuring we support them to deliver effective and equitable services to our community is an important priority. We are taking several steps this year to build network-wide staff capacity, including:

- **Implementing expanded staffing in the In-Home Supportive Services (IHSS) program** to address caseload growth and improve workforce equity — and thereby enhance the quality and outcomes of IHSS services;
- **Providing a “Skills and Resources 2022” training series to Department and community-based provider staff** to promote awareness of disability and aging resources, and enhance their professional skills to address complex client needs; and
- **Participating in advanced racial equity training for Department leadership** hosted by the SFHSA Office of Diversity, Equity, Inclusion, and Belonging, to incorporate skills and strategies that promote racial equity and inclusion at DAS.

#### Using Data about Community Needs to Inform Funding and Program Priorities

Our Department is **committed to making data-informed decisions** about our wide range of services and funding for our community-based partners. To this end, **DAS recently**

##### **completed the 2022 Dignity Fund Community Needs**

**Assessment (DFCNA)**, for which we conducted a citywide survey, community forums, focus groups, and interviews to gather community input about the needs of older adults and people with disabilities in San Francisco. This year, informed by findings and recommendations from this needs assessment, we will **develop the Dignity Fund Services and Allocation Plan, outlining key priorities and funding** for the four-year funding cycle from FY 2023-24 to FY 2026-27. In addition to carrying out research and planning efforts related to the Dignity Fund, we will also continue **coordinating and preparing the 2022 Aging and Disability Affordable Housing Needs Assessment report**, to be published in October in collaboration with four other City departments.

The 2022 DFCNA built on **listening sessions DAS staff conducted** last summer with **nearly 170 community stakeholders** focused on **Black, Indigenous, and People of Color (BIPOC) communities**.

#### Strengthening City and Community Partnerships for More Seamless Services

Collaboration is central to our success in meeting the needs of older adults and people with disabilities in our community. Over the past year, we **coordinated the Age- and Disability-Friendly San Francisco Workgroup to develop new recommendations to make our community more inclusive of seniors and people with disabilities**, addressing a range of topics from housing to transportation to emergency preparedness. This year, **we will support the workgroup to facilitate implementation of these recommendations across City departments, programs, and partners**. We will also play an important role this year supporting the Department of Public Health to **transition clients with complex medical and personal care needs from Laguna Honda Hospital to other settings to ensure their ongoing safety and seamless connection to community supports** while the skilled nursing facility undergoes federal recertification with the Centers for Medicare & Medicaid Services.

[FY 2022-23 Annual Report](#)

San Francisco Department of Disability and Aging Services

## GOAL 2

### Strong Workforce and Collaboration

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

<p>1. Ensure staff at all levels represent diversity of communities we serve and provide all staff equitable opportunities for growth and advancement.</p>	<p>Responsible</p>
<p>1. Implement planned IHSS staffing expansion to address workforce equity and workload concerns, increase program compliance with state-mandated performance targets, and improve service outcomes for care recipients.</p>	<p>In-Home Supportive Services</p>
<p>2. Use current population data to update existing DAS assessments of community language needs and develop recommendations that address potential gaps in staff language capacity.</p>	<p>SFHSA Planning, Leadership</p>
<p>2. Train and support staff so that they can provide high quality services to clients.</p>	<p>Responsible</p>
<p>1. Provide the "Skills and Resources 2022" training series to DAS staff and providers to promote awareness of disability and aging resources, offer education about complex client needs, and support professional skill development.</p>	<p>DAS Education Analyst, Office of Community Partnerships</p>
<p>2. Participate in advanced leadership trainings hosted by the SFHSA Office of Diversity, Equity, Inclusion, and Belonging and incorporate skills and strategies that promote racial equity and inclusion at DAS.</p>	<p>SFHSA Office of DEIB, Leadership</p>
<p>3. Support DAS managers and supervisors to use coaching and other performance management strategies from the SFHSA Supervisory Toolkit in their supervisory practice.</p>	<p>SFHSA Office of DEIB, Leadership</p>
<p>4. Improve resources for IHSS caregivers, including improving businesses processes for in-person and phone services at the Independent Provider Assistance Center and developing a new orientation video for new providers.</p>	<p>In-Home Supportive Services</p>
<p>5. Develop and launch an IHSS staff healing circle in alignment with best practices for racial equity and trauma-informed systems.</p>	<p>In-Home Supportive Services</p>
<p>3. Partner with organizations with deep roots in the communities we serve to develop and provide culturally appropriate services.</p>	<p>Responsible</p>
<p>1. Engage providers, clients, and community advisory boards for feedback about new services for transgender and gender-nonconforming older and disabled adults.</p>	<p>LGBTQ+ Special Programs Manager, Office of Community Partnerships</p>
<p>2. Develop strategies to support smaller BIPOC-led and BIPOC-focused organizations to compete for DAS contracts (based on last year's analysis of best practices for inclusive procurement and contracting).</p>	<p>Office of Community Partnerships</p>
<p>3. Establish shared standards for inclusive service delivery across all Aging and Disability Resource Center partners, with particular focus on people with disabilities and BIPOC and LGBTQ+ communities.</p>	<p>Benefits and Resource Hub, Office of Community Partnerships</p>



## 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. Prepare the Dignity Fund Services and Allocation Plan for the four-year funding cycle from FY 2023-24 to FY 2026-27.	SFHSA Planning, Office of Community Partnerships
2. Carry out a citywide needs assessment related to affordable housing for older adults and people with disabilities in alignment with recent local legislation and in partnership with other City agencies.	SFHSA Planning, Leadership, Office of Community Partnerships
3. Coordinate the Age- and Disability-Friendly SF (ADFSF) Workgroup to facilitate implementation of Year 1 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. Conduct an outcomes-based evaluation of LPS conservatorships in partnership with DPH/Behavioral Health Services.	Legal & Guardianship Programs
5. Support community transitions from Laguna Honda Hospital resulting from its CMS recertification process to ensure the ongoing safety of shared clients and their connection to community supports.	Clinical & Quality Improvement, In-Home Supportive Services, Legal & Guardianship Programs
6. 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
7. Collaborate with the Department of Public Health to support prospective implementation of the statewide CARE Courts framework for ensuring service connections for individuals with serious mental illness.	Legal & Guardianship Programs

## GOAL 3

### Employment and Economic Security

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

#### Connecting Veterans, People with Disabilities, and Older Adults to Benefits

Several DAS programs provide essential support to older people, adults with disabilities, veterans, and their families to access the financial benefits they are eligible for. For example, last year, **the CVSO launched outstations at the VA Medical Center located at Fort Miley in the Richmond District and at the War Memorial Veterans Building near City Hall.** Our presence in these high-traffic locations has allowed us to expand our reach into the community and connect more veterans and their dependents to benefits like healthcare, education support, housing assistance, and pensions. This year, we will **explore ways to strengthen staff capacity across our CVSO outstations and home base at the DAS Benefits and Resource Hub located at 2 Gough St.** to ensure the long-term sustainability of this approach. In addition to our focus on benefits connection for veterans, we are also making **new investments in our citywide Aging and Disability Resource Center network and the Legal Services program,** both of which provide critical support for people with disabilities and older adults to apply for and access the benefits they are entitled to. These investments will **bolster staff capacity to provide culturally and linguistically appropriate services,** particularly for Chinese, Latinx/Hispanic, and Russian consumers.

#### Reinforcing Career Pathways for IHSS Caregivers

Older people are the fastest-growing age group in San Francisco, growing at three times the rate of the rest of the city's population. As such, providing for their care, and the care of younger adults with disabilities, is now more important than ever. DAS recognizes the need to **strengthen our caregiving workforce,** and is committed to **providing meaningful opportunities for employment and advancement as a caregiver** through the IHSS program. This year, we will:

- **Help IHSS Independent Providers** — many of whose households rely on these caregiving wages to make ends meet — to **access new and existing paid opportunities for training and development,** including enhanced supports available through the **new statewide IHSS Career Pathways initiative.**
- Continue to **support agency-based IHSS caregivers at Homebridge to pursue career development opportunities like the 15-week 'On-the-Job' Certified Nursing Assistant training program,** which launched last year and recently celebrated the graduation of its first five program participants.



*Homebridge 'On-the-Job' CNA Training Program graduates, May 2022*

## GOAL 3

### Employment and Economic Security

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

<b>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.</b>	<b>Responsible</b>
1. 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. Help IHSS Independent Providers to access new and existing paid training and skill development, including enhanced supports available through the new statewide IHSS Career Pathways initiative.	In-Home Supportive Services
3. Support the development of career pathways for IHSS caregivers, including the full implementation of Homebridge's CNA certification program for IHSS Contract Mode home care providers.	In-Home Supportive Services
<b>2. Ensure individuals and families access the financial assistance they are eligible for.</b>	<b>Responsible</b>
1. Reinforce staff capacity to provide culturally and linguistically inclusive services across community-based programs — such as Aging and Disability Resource Centers and Legal Services — that provide essential support for older and disabled clients to access financial benefits.	Office of Community Partnerships
2. Maintain CVSO outstations at the VA Medical Center and War Memorial Veterans Building, and explore strategies to strengthen staff capacity at these sites.	County Veterans Service Office
<b>3. Develop and scale resources in innovative strategies to promote economic wellbeing, particularly for immigrants, older adults, people with disabilities, and communities of color.</b>	<b>Responsible</b>
1. Pilot program to reduce barriers to employment for people accessing means tested benefits like Medi-Cal and SSI through dedicated benefits counseling and legal advocacy.	Office of Community Partnerships
2. Partner with the Controller's Office to complete 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
<b>4. Advocate to reform and expand public benefits so more people are eligible and able to reach economic stability.</b>	<b>Responsible</b>
1. Advocate for statewide legislation allowing all adults, regardless of documentation status, to work as an IHSS Independent Provider in order to expand the caregiving workforce and access to this critical economic support for low-income families.	Leadership
2. Advocate for statewide expansion of agency-based IHSS, laying the groundwork for enhancements to our local service model.	Leadership

## GOAL 4

### Health and Well-being

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

#### Sustaining Robust Support for Culturally Resonant Food Programs

Addressing community need for food supports — particularly culturally resonant and inclusive ones — remains a significant focus for DAS. Last year, we **supported community-based food providers to continue providing meals to thousands of seniors and adults with disabilities** in a service landscape characterized by pandemic-related disruption and



*Many Congregate Meal program participants and service providers are looking forward to the return of in-person dining as pandemic conditions improve.*

increased food need. This work included **transitioning services for clients with ongoing food support needs** from the temporary Great Plates Delivered SF program launched as part of the City's COVID-19 emergency response to our traditional Home-Delivered Meal programs when the emergency program concluded in July 2021. We also **supported our Congregate Meal providers to continue takeaway meal services at expanded volume**, and began piloting the resumption of in-person communal dining; **we will continue to explore further opportunities for in-person dining as public health guidance allows.**

In addition, this year, we are **partnering with the African American Faith-Based Coalition to strengthen our culturally responsive nutrition services.** We are also leveraging new state grants to **reinforce nutrition infrastructure** across our provider network, and to enhance **CalFresh outreach and application assistance to BIPOC and LGBTQ+** people with disabilities and older adults.

#### Ensuring Greater Access to Medical and Mental Health Care

Addressing community need for high-quality and culturally inclusive medical and mental health care is a significant focus for DAS. For example, in light of the state's recent expansion of full-scope Medi-Cal eligibility to undocumented individuals age 50 and older, **we are planning to conduct outreach to immigrant communities and community providers** in coordination with SFHSA's Department of Benefits and Family Support to **ensure that eligible individuals have the support they need to enroll in Medi-Cal and access related supports like IHSS.** With respect to issues of mental health, we learned a great deal last year about our community's need for culturally and linguistically inclusive mental health supports through research efforts like the citywide LGBTQ+ Older Adult Survey and our listening sessions with communities of color. In response to the findings of this research, **we launched an innovative LGBTQ+ senior telehealth program — the first such city-funded program**

**nationwide.** This year, we will continue our focus on expanding access to mental health supports in our community by **investing \$220,000 in our services for informal and family caregivers to increase program capacity for individual counseling and support group services** that help address issues of caregiver burden and mental health.

### **Addressing Homelessness and Housing Insecurity via Strategic Partnerships**

Building on the increased partnership cultivated during the COVID-19 emergency response between DAS and other City agencies like the Department of Homelessness and Supportive Housing and the Department of Public Health, **we launched two important initiatives last year to address homelessness and housing insecurity** among our client populations:

1. The **IHSS Collaborative Caregiver Support Team (CCST) pilot program for enhanced services at permanent supportive housing sites**, which has connected more than 60 residents across 3 sites to IHSS services, and
2. The expanded **Adult Protective Services (APS) Home Safe pilot, which newly includes housing transitions services to help victims of abuse, neglect, and/or self-neglect in shelter settings move into and stabilize in permanent housing**, in addition to increased capacity for existing homelessness prevention services.

This year, **we will continue to implement and scale up these initiatives as we enhance staffing at IHSS and APS to accommodate increased service levels.** In addition to bolstering these services focused on housing and stabilizing supports, we will also begin identifying strategies that **leverage new funding available through the state's California Advancing and Innovating Medi-Cal (CalAIM) initiatives** to reinforce long term care and other supports that **ensure our community members can age safely in place.**

### **Developing New Tools for Improved Service Awareness and Navigation**

In line with Departmental priorities for coordinating a seamless service system and ensuring community members are aware of and can easily navigate disability and aging resources, we will **begin building a dynamic online resource directory** this year. This effort builds on robust best practices research and community input about their needs for better and more tailored service navigation supports. **We procured a vendor to begin this work late last year, and are excited move our longtime vision for this tool forward** over the course of this year and beyond. In addition to building the online resource directory this year, we will also **pilot the Upstream Social Isolation Risk Screener through our information, referral, and assistance services at the DAS Benefits and Resource Hub and through our community-based Case Management services** to measure social isolation risk among older adults living in the community and **provided tailored resource navigation and connection** to address their needs and mitigate identified risks.

## GOAL 4

### Health and Well-being

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

<b>1. Advance food security through access to CalFresh and community-based programs that provide healthy, nutritious, and culturally relevant food.</b>	<b>Responsible</b>
1. Reinforce community-based nutrition services infrastructure to help providers continue serving meals to thousands of older people and adults with disabilities, and explore opportunities to resume in-person meals as public health guidance allows.	Office of Community Partnerships
2. Strengthen culturally responsive nutrition services, including culturally relevant meals and culturally tailored nutrition education, in collaboration with the African American Faith-Based Coalition.	Office of Community Partnerships
3. Enhance CalFresh outreach and application assistance to older people and adults with disabilities, particularly BIPOC and LGBTQ+ identifying individuals, supported by a new state grant.	Office of Community Partnerships
<b>2. Facilitate access to Medi-Cal, mental health services, and other programs that support physical and mental wellness.</b>	<b>Responsible</b>
1. Conduct outreach to consumers and community partners regarding the expansion of full-scope Medi-Cal to undocumented individuals age 50 and older.	Benefits and Resource Hub, In-Home Supportive Services
2. Implement Year 1 of the LGBTQ+ Mental Health Connections and Technology Support pilot program to develop a cohort of culturally competent mental health providers, and to provide participants with digital tools, training, and mental health services connection.	Office of Community Partnerships
3. Enhance mental health supports for informal caregivers, including expanded capacity for individual counseling and support group services.	Office of Community Partnerships
<b>3. Coordinate a network of community support to foster meaningful connections, refer people to resources, and reduce isolation.</b>	<b>Responsible</b>
1. Begin building a dynamic online resource directory for aging and disability resources that incorporates identified best practices and design (target launch in FY 2022-23).	Benefits and Resource Hub
2. 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.	Benefits and Resource Hub, Office of Community Partnerships
3. 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
4. Implement Case Management System Assessment recommendations to improve system and staff capacity, including to strengthen awareness of resources, bolster service connection, and better engage LGBTQ+ clients.	Office of Community Partnerships
5. Refresh SF Connected technology services, including piloting tech navigators and expanded community center tech supports, to help close the digital divide for people with disabilities and older adults.	Office of Community Partnerships



## GOAL 4

### Health and Well-being

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

4. Help people live safely and stably in the community through connection to home care and housing support services.	Responsible
1. Implement Year 4 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. Scale the IHSS Collaborative Caregiver Support Team (CCST) pilot for enhanced services at Permanent Supportive Housing sites to new buildings identified in collaboration with the Department of Homelessness and Supportive Housing and the Department of Public Health.	In-Home Supportive Services
3. Expand the IHSS CCST pilot to help unhoused individuals residing in temporary congregate settings access critical home care supports.	In-Home Supportive Services
4. Identify strategies for leveraging new funds available through the state's California Advancing and Innovating Medi-Cal (CalAIM) initiatives to enhance existing DAS programs, such as home and personal care services and long term care supports.	Leadership, Office of Community Partnerships
5. Expand nursing assessment and services for IHSS recipients under the age of 18 and those living in COVID-19 alternative housing sites and Permanent Supportive Housing.	Clinical & Quality Improvement

## GOAL 5

### Safety and Care

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

#### Enhancing Staff Capacity in Adult Protective Services

Recognizing the critical importance of APS in ensuring the safety of older people and adults with disabilities who are victims of abuse, neglect, and self-neglect, **the state expanded the program's eligibility and scope of services in January 2022 to include seniors age 60-64 and individuals experiencing homelessness.** We focused last year on preparing for this expansion and the anticipated increase in reports of abuse to APS; this year, **we are continuing our work to enhance community outreach** to educate mandated reporters and other key partners about these changes to service eligibility, **implement planned growth in APS staffing,** and **support greater interagency coordination** to ensure effective service delivery to our clients in need across City systems like health and housing. This year, APS will also **leverage new data reports on program services and outcomes to inform individualized staff coaching** and **other strategies to improve service quality and equity.**

#### Collaborating to Strengthen Conservatorship Services

The Office of the Public Conservator is managing several important collaborative efforts launched in the past year to strengthen operations and improve service delivery. For example, we have been working closely with the Department of Public Health to **finalize and begin implementation of standardized policies and procedures** that will enhance our ability to **provide more coordinated and effective services to our clients.** Our inter-departmental agreement provides guidance to strengthen operations by:

- **Clarifying the roles and responsibilities** of case managers;
- **Addressing systemic gaps in services** to ensure more seamless service delivery;
- **Standardizing requirements for the facilities** in which clients may be placed;
- **Improving coordination** when preparing to terminate a client's conservatorship; and
- **Formalizing data sharing** agreements and ensuring consistency in data sharing.

In addition, together with the Department of Public Health, we have engaged a consultant to conduct an **outcomes evaluation of mental health conservatorships, also known as LPS conservatorships.** The evaluation is entering the data analysis phase, and will result later this year in **findings and recommendations to improve conservatorship services.**

## GOAL 5

### Safety and Care

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

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
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*SFHSA strategy not applicable to the Department of Disability & Aging Services*

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
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*SFHSA strategy not applicable to the Department of Disability & Aging Services*

3. Ensure dignity and maximize independence of older people and adults with disabilities by preventing and addressing abuse, neglect, and financial exploitation.	Responsible
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1. Implement community outreach, interagency service coordination, and program staff development related to the recent statewide expansion of APS services to seniors age 60-64 and individuals experiencing homelessness.	Adult Protective Services
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2. Increase community-based conservatorships through the implementation of an outpatient LPS referral pathway.	Legal & Guardianship Programs
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3. Use newly developed 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
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