



City and County of San Francisco
Department of Disability and Aging Services

ANNUAL ACTION PLAN

FY 2020-21

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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 overall budget of \$379 million in FY 2019-20, 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 wellbeing, safety and independence of adults with disabilities, older people, and veterans.	
VALUES	
<ul style="list-style-type: none"> • Compassion • Inclusion • Innovation 	<ul style="list-style-type: none"> • Accountability • Equity

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 2019-20 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

FY 2020-21 Action Plan

**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.

A. Pursue new services and delivery models to address the full spectrum of care needs	Responsible
1. Expand geographic accessibility of services for military service members, veterans, dependents, and survivors by establishing outstations in partnership with community-based organizations	County Veterans Service Office
2. Support partners to develop new models and enhance existing services that reduce isolation during shelter-in-place, including leveraging technology options that support virtual connections and engagement	Office of Community Partnerships
3. Address food insecurity by helping providers to adapt and sustain nutrition programs in accordance with public health guidance during pandemic	Office of Community Partnerships
4. Support service providers to adapt service models to safely provide programming during pandemic	Office of Community Partnerships
B. Explore alternative models to best serve younger adults with disabilities	Responsible
1. Develop and implement a strategy to create a virtual presence for a Disability Cultural Community Center during the coronavirus pandemic	DAS Leadership
2. Increase digital engagement and communication with clients by developing a virtual communication platform for the County Veterans Service Office	Office of Community Partnerships
3. Expand technology training and supports for adults with disabilities by partnering with The Arc to provide SF Connected services	Office of Community Partnerships
4. Expand home care support for adults with disabilities through focused outreach to the disability community regarding the Support at Home program	Office of Community Partnerships
C. Strengthen caregiver network, including enhanced support for informal caregivers and supporting a robust provider workforce in the In-Home Supportive Services (IHSS) program	Responsible
1. Enhance virtual training resources for IHSS Independent Providers to support skill development during the coronavirus pandemic	In-Home Supportive Services
2. Maintain adaptations to Independent Provider Assistance Center to make resources easily accessible during coronavirus pandemic, including virtual orientation for new enrollment (via REVA system) and enhanced telephone and email services	In-Home Supportive Services
3. Sustain IHSS caregiver network during coronavirus pandemic by providing Personal Protective Equipment, sick pay and other supports to Independent Providers	In-Home Supportive Services
4. Convene Latino community leaders and service providers to explore if greater outreach or other strategies are needed to link caregivers to DAS services.	Office of Community Partnerships
D. Support high-risk individuals to live in the community instead of institutional settings	Responsible
1. Strengthen service planning protocols for conservatees who are terminating LPS and Housing Conservatorships to support ongoing community stability	Public Conservator
2. Support appropriate care and high quality of life for residents of assisted living facilities and other long-term care settings via the Long-Term Care Ombudsman	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 people benefit from services that help them to meet their basic needs and support them to maintain stability in the community. And 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.

<p>A. Develop specialized resources to address specific client needs and resolve complex cases, including high-risk conditions, self-neglect behaviors, and financial abuse</p>	<p>Responsible</p>
<p>1. Support guest stability and housing retention in COVID-19 Alternative Housing Sites by continuing to provide home care through Homebridge's Caregiver Emergency Response Team (CERT)</p>	<p>In-Home Supportive Services</p>
<p>2. Expand use of In-Home Supportive Services (IHSS) High Risk Unit to support clients with complex behavioral health and medical conditions</p>	<p>In-Home Supportive Services</p>
<p>3. Restructure IHSS social work units to more efficiently manage cases by integrating initial assessment and ongoing management functions</p>	<p>In-Home Supportive Services</p>
<p>4. Enhance the response to cases of financial exploitation through pilot project using a secure online platform through which financial institutions can make APS referrals when they suspect financial abuse and share documents to aid protective services investigations and the criminal justice process</p>	<p>Adult Protective Services</p>
<p>B. Continue to improve internal processes and strengthen both internal and external partnerships to promote collaborative service delivery</p>	<p>Responsible</p>
<p>1. Streamline consultations and processes with Zuckerberg San Francisco General Hospital for mental health and probate conservatorships</p>	<p>Public Conservator, Public Guardian</p>
<p>2. Facilitate participation of non-profit legal services provider in Elder Abuse Forensic Center and as a resource for civil cases of financial abuse</p>	<p>Adult Protective Services, Office of Community Partnerships</p>
<p>3. 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</p>	<p>Adult Protective Services</p>
<p>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</p>	<p>Responsible</p>
<p>1. Develop and host a reoccurring High Risk Self-Neglect Multi-Disciplinary Team in collaboration with the Department of Public Health, Department of Homelessness and Supportive Housing, and other City partners</p>	<p>Adult Protective Services</p>
<p>2. Participate in Zuckerberg San Francisco General Hospital's weekly Multi-Disciplinary Team meetings to support successful hospital discharges</p>	<p>Adult Protective Services</p>
<p>3. Support transition of Elder Abuse Prevention program's mandated reporter training to virtual offerings during coronavirus pandemic</p>	<p>Office of Community Partnerships</p>

**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.

A. Provide and support consumer-centered programming to best address client needs	Responsible
1. Train deputy conservators on advanced level risk assessment skills to ensure effective identification of abuse and neglect among vulnerable adults living in long-term care facilities	Public Conservator, Public Guardian
2. Integrate fall prevention screenings as regular part of Case Management services utilizing training and materials provided by the UCSF Optimizing Aging Collaborative	Office of Community Partnerships
B. Streamline access to resources and advance service integration across Department and community to promote timely access of relevant services	Responsible
1. Conduct "inreach" to promote DAS services throughout the Human Services Agency	DAS Benefits and Resource Hub
2. Develop and implement an outreach plan with Black and Brown communities to increase awareness of services (<i>informed by C-1 Action</i>)	DAS Benefits and Resource Hub
3. Enhance collaboration between Adult Protective Services and Public Guardian to protect vulnerable clients and their estates in a timely manner	Adult Protective Services, Public Guardian
4. Develop new partnerships with community providers, as well as HSH/COVID-19 Alternative Housing Sites, to support access to veterans benefits	County Veterans Service Office
5. Identify vendor and begin implementation of a dynamic online resource directory of information and services for older adults, people with disabilities, caregivers and veterans	DAS Benefits and Resource Hub, Office of Community Partnerships
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	Responsible
1. Convene community leaders and service providers from communities of color to discuss how to best engage and serve these populations	DAS Leadership
2. Host discussion with community leaders and service providers regarding LGBTQ equity analysis findings related to communities of color	Office of Community Partnerships
3. Launch outreach effort in D11 to engage local community and support collaborative development and expansion of programs to best serve local residents	Office of Community Partnerships
4. Engage TGNC providers and clients and advisory boards for feedback about process and improvements	Office of Community Partnerships

**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 across the City 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.

A. Complete first Dignity Fund planning and four year funding cycle to best address population needs	Responsible
1. Conduct focus area analyses into key topic areas and populations, including analysis of Legal Services programs and Asian/Pacific Islander subgroup trends	Office of Community Partnerships
2. Strengthen contract-level outcome objectives with input from community partners to support better understanding of program impact with a focus on main service areas undergoing procurement process in FY 20/21 (Nutrition & Wellness services; Self-Care & Safety services)	Office of Community Partnerships
B. Partner with City departments and providers to develop shared client data to support analyses of client demographics, needs, and outcomes	Responsible
1. Identify and assess client-level outcomes in mental health conservatorships in partnership with DPH	Public Conservator
2. Support Whole Person Care Shared Priority Project by providing regular client-level data updates to enhance the City's understanding about how to effectively serve high need clients	In-Home Supportive Services, Public Conservator
3. Convene quarterly meetings with Home Safe partners to review and respond to program trends, including housing outcomes at 6 and 12 months post-intervention	Adult Protective Services
C. Facilitate planning processes and implementation of efforts to promote inclusion of older people and adults with disabilities within the broader city community	Responsible
1. Evaluate and share the impact of the 2018 Age- and Disability-Friendly SF Action Plan with stakeholders and community	Age- and Disability-Friendly SF Analyst
2. Outline process and begin developing the next iteration of the Age and Disability Friendly SF Plan.	Age- and Disability-Friendly SF Analyst
3. Integrate DAS program datasets into HSA BI Data Warehouse to support more efficient and expansive evaluation	Office of Community Partnerships, Legal and Guardianship
D. Identify opportunities to expand evidence-based programming and develop quality indicators	Responsible
1. Collaborate with Purdue University to develop data related to indicators of abuse, services provided, and outcomes that reduce or mitigate the abuse	Adult Protective Services
2. Seek opportunities to collaborate with UCSF, HSH, and other partners to evaluate the effectiveness of IHSS and other community based services to assist formerly unhoused residents to maintain housing	DAS Leadership
E. Advocate at the state and federal levels for improved services and enhanced funding where needed	Responsible
1. Support state efforts to develop California's Master Plan for Aging	DAS Leadership
2. Participate on the US Administration for Community Living's national Technical Expert Panel to develop a tool to predict risk of adult maltreatment	Adult Protective Services

**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.

A. Enhance DAS training curriculum for staff and community partners to cultivate a knowledgeable workforce	Responsible
1. Provide DAS Supervisors and Managers with specialized training to ensure that they are able to effectively lead in a remote work environment	DAS Leadership
2. Develop and implement monthly training and education curriculum for staff and community partners	Office of Community Partnerships
3. Develop overview training on the full network of services available for older and disabled adult populations through Aging and Disability Resource Centers, and offer to DAS staff and service providers on a regular basis	DAS Benefits and Resource Hub
4. Expand CQI nurse consultations to include infection and exposure control training and appropriate use of PPE during the coronavirus pandemic (including N95 mask fit testing of DAS frontline and essential workers)	Clinical and Quality Improvement
B. Explore strategies to develop and operationalize an equity framework internally and through community-based partnerships	Responsible
1. Expand outreach and recruitment of Black caregivers to participate in the Homebridge's STEPS career pathway and On-Call program	In-Home Supportive Services, Office of Community Partnerships
2. Support HSA's Diversity, Equity, Inclusion, and Belonging team to implement recommendations from the agency's Racial Equity Action Plan	DAS Leadership
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	Responsible
1. Pilot summer internship stipend program for community-based organizations funded by DAS	Office of Community Partnerships
2. Partner with local universities to support the effective of implementation of the pilot APS stipend program	Adult Protective Services
3. Explore opportunities to leverage traditional workforce programs to facilitate entry into caregiver workforce, as well as support older and disabled workers	DAS Leadership
D. Participate in citywide efforts to support sustainability of partnerships with community-based organizations	Responsible
1. Identify opportunities and develop a structure for providing capacity-building support and technical assistance to service providers	Office of Community Partnerships