

# Strategic Plan

## State Fiscal Year 2015

August 25, 2014

Budget Version



*Partners in Lifelong Independence and Healthy Aging*



# Contents

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Cabinet Secretary's Letter	5
Mission, Vision, and Guiding Principles	10
Department Overview	11
FY14 Highlights	12
Department Organization	13
Strategic Priorities and Goals	
– Support Aging in Place - Services in Homes and Communities	18
– Safeguard Vulnerable Elderly and Disabled Adults	20
– Combat Senior Hunger	22
– Support Caregivers	23
– Encourage Healthy and Productive Aging	25
– Build and Sustain Capabilities to Meet Emerging Needs and Challenges	27
ALTSD Performance Measures and Targets FY14 -15	29
Performance Measures by Strategic Priorities	34
Services by Age	37

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## Cabinet Secretary's Letter

At the heart of the Aging and Long-Term Services Department's mission is the belief that New Mexico's older adults and adults with disabilities have the right to remain active participants in their communities, to age with respect and dignity, to be protected from abuse, neglect, and exploitation and to have equal access to health care. The Department is a leader in developing programs and building partnerships that support lifelong independence and healthy aging.

The Department is an essential resource to growing numbers of New Mexicans age 50 and older, adults with disabilities and caregivers. The Department currently serves more than 200,000 New Mexicans annually. Geographic, economic, language and cultural barriers often prevent access to adequate food, transportation, housing and health care. These barriers are particularly pronounced in aging and disability populations whose complex and varied needs are addressed by the Department's programs and services, which are highlighted in this plan.

This five-year strategic plan has been updated for State Fiscal year 15 to address the following challenges:

- **Aging in Place** - services in homes and communities
- **Safeguard Vulnerable Elderly and Disabled Adults**
- **Senior Hunger**
- **Caregiver Support**
- **Healthy and Productive Aging**

### *Access to Services*

In FY14, The Aging and Disability Resource Center received 42,680 calls, 43% of which were requests for multiple daily living services. About 50,000 people were served 3.7 million congregate and home delivered meals through Senior Centers. Adult Protective Services received 11,804 reports of suspected adult abuse, neglect, or exploitation, and conducted 6,665 investigations. The State Long-Term Care Ombudsman Program resolved 3,938 complaints and made over 43,000 resident contacts at nursing homes and assisted living facilities. Volunteers provided over 1.5 million hours of service in communities throughout New Mexico at an estimated value of \$30.2 million.

“Options counseling” is the term for providing high-quality, personalized, in-depth benefit and resource counseling to New Mexicans in need. This service is developing the Aging and Disability Resource Center (ADRC) as a high-performing, national model. The goals are to provide long-term services support (LTSS) Options Counseling to all residents with LTSS needs; create the capacity to serve people of all ages, disabilities and income levels; streamline eligibility determinations and increase access to lower cost community-based alternatives that help avoid institutional care, preserve personal resources and meet national performance standards, training and certification requirements.

### ***Long-Term Services and Supports***

New Mexico continues to be a leader in spending the majority of Medicaid long-term care funding for home and community based services. ALTSD's long-term services provide information, assistance, and referral through the Aging and Disability Resource Center, and transition assistance to New Mexicans who wish to leave institutions and return to their own communities.

New Mexico is ranked 14<sup>th</sup> in a national scorecard measuring state-level performance of long-term services and supports (LTSS) systems that assist older people, adults with disabilities, and family caregivers. Of the five major dimensions of LTSS, the state's Choice of Setting and Provider (6); Affordability and Access (12) and Effective Transitions (17) rank moderately high, while Support for Family Caregivers (37) and Quality of Care and Quality of Life (38) rank lower. (*Raising Expectations 2014: A State Scorecard on Long-Term Services and Supports for Older Adults, People with Physical Disabilities, and Family Caregivers*, AARP, The Commonwealth Fund, The Scan Foundation.)

A Veteran-directed Home and Community-based Services Program (VD-HCBS), is being developed with federal grant support, and will provide eligible veterans a community-based alternative to institutional care. This program facilitates greater veteran choice, direction, and control over services and supports. It will be administered through a partnership with the Veterans Administration Medical Center (VAMC) in Albuquerque, the Aging and Disabilities Resource Center (ADRC); and the New Mexico Non-metro Area Agency on Aging (NMAAA).

### ***Safeguarding Vulnerable Adults***

Adult Protective Services (APS) is mandated by New Mexico law to provide a system of protective services to persons age 18 and older who are unable to protect themselves from abuse, neglect, or exploitation. Increasing public awareness of adult and elder abuse through effective outreach is a vital and ongoing priority for the Department. APS received and screened 11,804 reports for FY14 and conducted 6,665 investigations. This is a higher number of investigations than APS has conducted in any previous year.

The State Long-Term Care Ombudsman 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. The Ombudsman Program's primary duty is to investigate and resolve complaints made by or on behalf of residents. In FY14, 3,938 were resolved for residents of nursing homes and assisted living facilities.

### ***Senior Hunger***

This is a priority issue, since New Mexico ranks eighth in the nation in seniors over age 60 that are food insecure. [*The State of Senior Hunger in America 2011: An Annual Report*, National Foundation to End Senior Hunger, September 1, 2013] Food insecurity

exists when people do not have adequate physical, social, or economic access to sufficient safe and nutritious food for an active and healthy life. Studies indicate that seniors require greater consideration towards their health and medical needs, and their health can become compromised when there is not enough food to eat. Although in FY14 over 50,000 people were served 3.7 million congregate and home-delivered meals, the problems of food insecurity and hunger persist. Addressing this complex and growing issue requires broad-based partnership and close collaboration with a network of organizations throughout the state.

### ***Alzheimer's Disease and Caregiver Support***

In FY14, an Office of Alzheimer's and Dementia Care was established and a director hired to oversee the implementation of the *New Mexico State Plan for Alzheimer's Disease and Related Dementias*. This plan was created during 2012-13 by a taskforce authorized by the New Mexico Legislature under House Memorial 20 (2012). The task force had broad representation from state government, providers, caregivers, tribal organizations, individuals with Alzheimer's disease, educators, and researchers.

The Department continues to fund dementia caregiver supports through the Alzheimer's Association, New Mexico Chapter, which provides respite reimbursement, care consultation, safety programs, and evidence-based caregiver training throughout New Mexico.

### ***Caregiving Task Force***

In response to House Joint Memorial 4 (2014), ALTSD has formed a task force to compile an inventory of resources and programs available for family caregivers; receive testimony on the needs of family caregivers; establish policy recommendations regarding family caregivers; and create a New Mexico state family caregiver plan by November 2015.

### ***Disease Prevention and Health Promotion***

The federal Administration for Community Living (ACL) encourages innovative fitness programs, health technology, and healthy aging screening. The ACL emphasizes evidenced-based programs, which have demonstrated effectiveness by improving health and well-being, and by reducing disease, disability and injury among older adults. Such programs are ready for translation, implementation and broad dissemination by community-based organizations using appropriately-credentialed practitioners.

The Department is deploying evidenced-based health promotion programs for the benefit of older adults statewide. ALTSD partners with the New Mexico Department of Health (DOH) to design and deliver innovative programs, such as Manage Your Chronic Disease (MyCD) and Know Your Numbers. In 2013, ALTSD and DOH received national recognition for MyCD, which has averaged an 80% completion rate, compared to a national average of 74%.

The Department promotes independent, healthy aging among older New Mexicans utilizing the EnhanceFitness® program. This evidence-based senior exercise program focuses on stretching, flexibility, balance, low-impact aerobics, and strength-training exercise, and is offered through collaboration between New Mexico Senior Olympics and ALTSD. Classes are available in

Albuquerque, Clovis, Grants, Las Cruces, Los Lunas, Placitas, Rio Rancho, Roswell, Ruidoso, Taos Pueblo, and Zuni. The program is expected to serve more than 1,200 older New Mexicans in 2014. Results from studies show the following benefits to participants:

- 13% improvement in social function
- 52% improvement in depression
- 35% improvement in physical functioning

In 2014, New Mexico Senior Olympics received National Senior Games Association's national Innovative Program Award for its implementation of this program.

For the first time in its history, the All Indian Game Day was held at the Santa Fe Indian School. Seventeen tribes were represented and 25 game-site teams participated in 13 sports events, six fun events, four sports clinics, an arts and crafts fair, and a health fair.

### ***Senior Employment***

The Senior Employment Program, in partnership with training sites at government agencies and non-profit organizations, provides valuable job skills training to older New Mexicans. These training sites prepare people age 55 or older to meet the demand for skilled workers in today's job market. Job skills gained while assigned to training sites enable Senior Employment Program participants to re-enter the workforce. During FY14, 45% of individuals completing the federal older worker program and 45% served by the 50+ older worker connection obtained employment.

### ***Recognizing Elders***

In May, I had the pleasure of traveling to the Taos Pueblo to acknowledge two elders with Centenarian awards. The commemorative certificates were signed by Governor Susana Martinez.

### ***Partnerships***

The Department actively partners with a variety of organizations to provide an integrated approach to delivering quality and cost-effective services. Our partners include area agencies on aging, the Governor's Commission on Disability, and the New Mexico Departments of Veterans' Services, Workforce Solutions, Human Services, and Health, as well as the federal Administration for Community Living (ACL). One of ACL's goals is to increase access to community supports and encourage full participation of all Americans in its programs, with special attention and resources focused on the unique needs of older Americans and persons with disabilities.



The success of any strategic plan depends on the ability of an organization to execute its strategy, adapt to changing conditions, and be proactive in the face of complex challenges. Success depends on the quality and talent of people, and their ability to create and sustain partnerships with a network of government agencies, non-government organizations, and communities.

We are extremely grateful to our Policy Advisory Committee, volunteers, committed staff, advocates, and collaborative partners including the Governor and the Legislature. Their dedication and commitment ensure the Department's continued success in addressing our strategic priorities.

A handwritten signature in black ink, reading "Gino Rinaldi". The signature is written in a cursive, flowing style.

Gino Rinaldi  
Cabinet Secretary

## Mission

The Aging and Long-Term Services Department provides 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.

## Vision

Lifelong independence and healthy aging

The Aging and Long-Term Services Department is a leader in achieving lifelong independence and health aging for all adults.

## Guiding Principles

- Protect the safety and rights of those we serve
- Promote personal choice and self-determination
- Treat all persons with respect, embracing cultural diversity
- Encourage collaborative partnerships
- Provide fiscally responsible services

## Department Overview

*By the year 2030, New Mexico's percentage of population over age 65 will move from 29th to the 4th largest in the nation.*

For over 20 years, constituents, providers, state agencies, tribal representatives and legislators participated in numerous bi-partisan task forces to determine how state government could efficiently and effectively support older adults, adults with disabilities, and their caregivers.

In 2004, the New Mexico State Legislature created the Aging and Long-Term Services Department (ALTSD) to provide a clear and focused approach to meet the needs of these rising numbers of New Mexicans. This forward thinking enabled the Department to create an integrated system of services for constituents with the ability to address their concerns in a timely manner, prevent duplication of services, and maximize economic efficiency.

As an equal partner with other Cabinet-level Departments, the Aging and Long-Term Services Department's four Divisions, which include an Aging and Disability Resource Center (ADRC), provide direct access to critical resources for older adults and persons with disabilities. As a visible and trusted source for objective information, the ADRC is an innovative; single-point-of-entry connecting New Mexicans to a broad array of services. It also integrates ALTSD with the services of other state agencies, and public and private partners. Individuals call the ADRC toll-free number for many reasons, such as accessing a home-delivered meal, obtaining in-home and community-based care, or volunteering in a local community.

*The Aging and Long-Term Services Department is an essential resource for more than 200,000 New Mexicans every year*

## FY14 Highlights

By 2030 more than one quarter of the state's population will be age 65 or older. This will have an impact on New Mexico's entire care system. It will be essential to have an integrated system of services and qualified service providers to meet the complex social, medical, and behavioral needs of a burgeoning older population.

During FY14, the ADRC received over 37,000 calls with 95% of the callers expressing a high level of satisfaction with the service and information received from counselors.

Over three hundred Aging Network organizations funded by the Department, provided services to 101,021 older adults throughout the state, particularly in rural, tribal, and frontier areas.

- 3.7 million congregate and home-delivered meals were served or delivered
- Forty-five percent of individuals exiting from the Federal older worker program and the 50+ older worker connection obtained unsubsidized employment
- Over 379,000 hours of respite care was provided to caregivers of older adults, younger disabled persons and kinship caregivers (such as grandparents raising grandchildren)
- Volunteer programs contributed over 1.6 million hours of volunteer service in communities throughout New Mexico for an estimated value of \$31.5 million

The Department received 11,804 reports of adult abuse, neglect, and exploitation and conducted 6,665 investigations, which was higher than any previous year. Approximately 1,600 adults without the capacity to self-protect received short-term, in home and community based services or another intervention to prevent continued harm and reduce the likelihood of premature institutionalization.

Regular weekly on-site visits by Ombudsman (volunteers and staff) to nursing home and assisted living facilities resulted in contacts with 42,949 residents and resolving 99% of 3,949 complaints to ensure their rights and quality of care. Ninety-eight percent of 200 New Mexicans, who received assistance in transitioning from a nursing home to independent living with home and community based services, were satisfied with the information and assistance received.

# Department Organization

The Aging and Long-Term Services Department provides outreach, advocacy, access, programs, and services, including adult protective services, through an organization that consists of the Office of the Secretary and four divisions. ALTSD has developed a coordinated, statewide system of services for older adults and adults with disabilities and is federally designated as New Mexico's State Unit on Aging through the Older Americans Act of 1965.

## **Office of the Secretary (OOS)**

The Office of the Secretary provides policy development, planning, legal counsel, information technology, legislative coordination, quality and performance management, and communications support to the Department.

## **Administrative Services Division (ASD)**

The Administrative Services Division delivers fiscal, human resource and other administrative support to the Department in the areas of personnel, budget, procurement and contracting.

## **Aging Network Division (AND)**

The Department, as New Mexico's State Unit on Aging, serves older individuals through cooperative arrangements with Area Agencies on Aging for the provision of supportive services such as meals, transportation, caregiver support, and multipurpose senior centers. This Division includes the Senior Services Bureau, Employment Programs Bureau, Capital Outlay Projects Bureau, Indian Area Agency on Aging, Office of Alzheimer's and Dementia Care, and the New Mexico Conference on Aging.

The Senior Services Bureau supports all Older Americans Act programs, Area Agencies on Aging, Foster Grandparent Programs, Senior Companion Programs, Retired Senior Volunteer Programs, and other Aging Network contractors, such as Senior Olympics and the Alzheimer's Association, New Mexico Chapter. Employment Programs include subsidized placements for older workers and the 50+ Employment Connection.

## **Adult Protective Services Division (APS)**

New Mexico has a "Duty to Report" provision in the Adult Protective Services Act (27-7-30) which requires that suspected abuse, neglect, or exploitation of adults without the capacity to self-protect be reported to Adult Protective Services. APS remains on call for reports 24 hours a day, 7 days a week through its statewide network of five regions and 21 field offices, which cover all 33 counties throughout New Mexico.

Caseworkers meet with alleged victims in their homes to investigate allegations, perform an assessment, and address immediate safety needs. When necessary, APS may also provide short-term services, such as home care, adult day care, emergency protective placement, attendant care, or filing of a guardianship petition in district court.

Adult Protective Services works with health care providers, law enforcement, the judicial system, behavioral health agencies, senior centers, and a wide range of community organizations to prevent continued abuse of adults who lack the capacity to self-protect.

### **Consumer and Elder Rights Division (CERD)**

This Division houses the Aging and Disability Resource Center (ADRC), the Long-Term Care Ombudsman Program, the Adult Protective Services Intake Unit, and the Care Transitions Bureau.

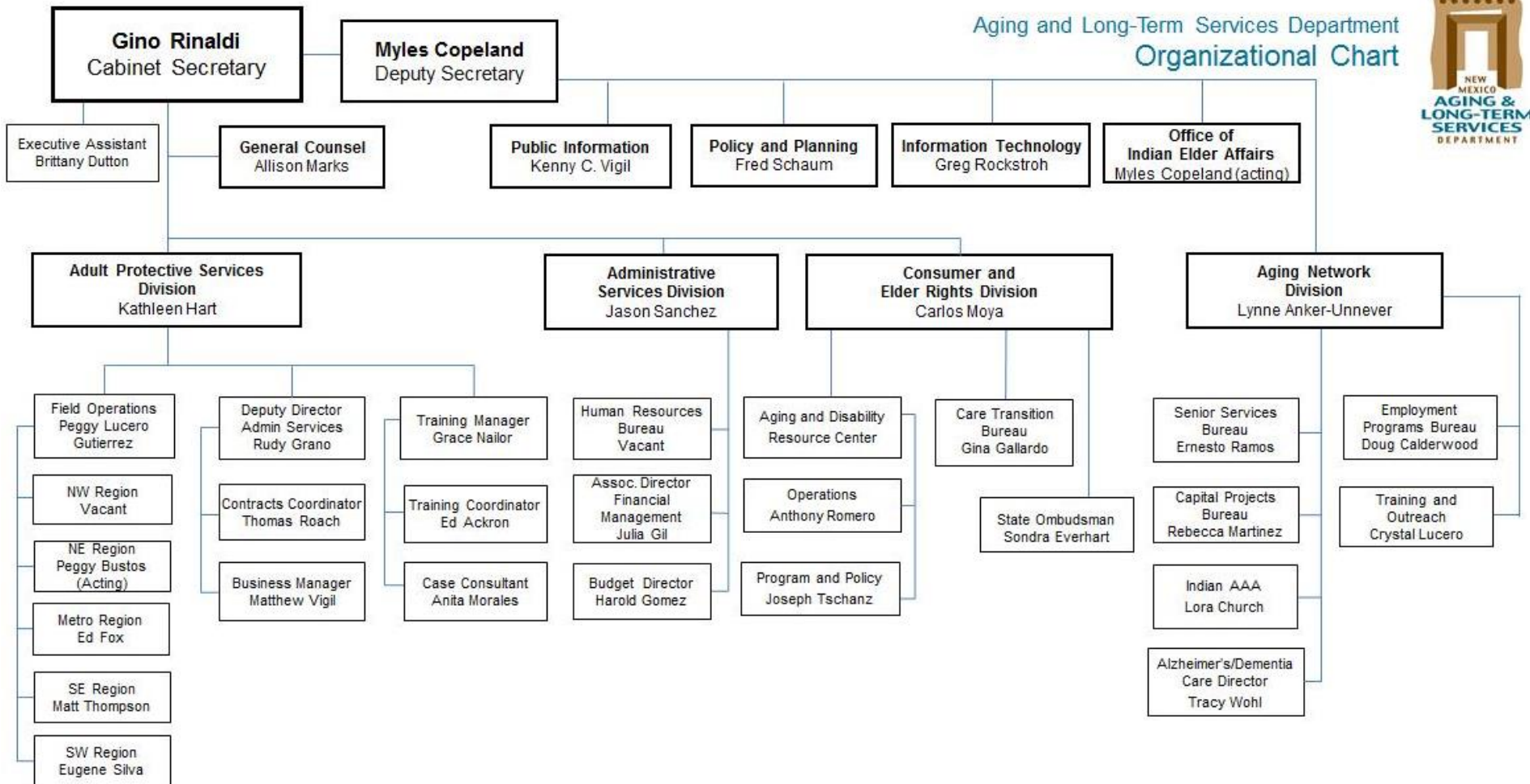
The Ombudsman Program promotes and protects the rights of persons living in nursing homes and other institutional settings. Ombudsman volunteers, who advocate for the wishes of residents, provide the equivalent of over a quarter of a million dollars in volunteer hours to long-term care residents annually.

The Adult Protective Services Intake Unit, which receives reports of suspected adult abuse, neglect, or exploitation made to the toll-free APS hotline. ALTSD is the designated state agency for the protection of adults who are victims of abuse, neglect, or exploitation. The Adult Protective Services Division (APS) conducts investigations involving adults and elders who lack the capacity to protect themselves and provides short-term services to alleviate and prevent continued harm. Least restrictive alternatives, utilizing community-based services rather than institutional services, are employed whenever possible. APS balances the duty to protect the safety of an individual with the individual's right to self-determination.

The Care Transitions Bureau works with individuals wishing to transition out of a long-term care nursing or Assisted Living facility, and into community-based living. Care Transitions staff provides short-term assistance to individuals, connecting them to programs and services, and providing available options for home- and community-based long-term care in New Mexico.

Other services provided by this Division include Medicare benefits counseling, provided under the State Health Insurance program (SHIP), prescription drug assistance, and a Senior Medicare Patrol (SMP) which helps beneficiaries avoid, detect, and prevent health care fraud. In doing so, they protect themselves and help preserve the integrity of the Medicare program.

Aging and Long-Term Services Department  
Organizational Chart



## Introduction to ALTSD's Strategic Priorities

Strategic priorities are derived from assessments of needs, trends, and challenges associated with the increasing number of older New Mexicans as well as the Department's roles and responsibilities, which are enumerated in the Older Americans Act and the Accountability in Government Act [6-3A-1 NMSA 1978]. The priorities, along with supporting goals, performance measures, and targets for State Fiscal Year 15 are presented in the following pages.

- **Support Aging in Place** – provide services in homes and communities
- **Safeguard Vulnerable Elders and Disabled Adults**
- **Combat Senior Hunger**
- **Support Caregivers**
- **Encourage Healthy and Productive Aging**
- **Build and Sustain Capabilities** to meet emerging needs and challenges

Goals and objectives from the FY14 ALTSD Strategic Plan and the State Plan 2013-2017 are the basis for the strategic goals. Input also has been drawn from other plans and annual reports, such as the IT Strategic Plan; APS Annual Report; State Ombudsman Annual Report; ADRC Annual Report; ALTSD State-Tribal Collaboration Act Agency Annual Report; and the *New Mexico State Plan for Alzheimer's Disease and Related Dementias*.

Five core functions are common to each strategic priority:

1. **Access:** Providing constituents easy, user-friendly and responsive access to information, assistance and services.
2. **Advocacy/Leadership:** Taking a proactive role in addressing the needs and rights of older adults, adults with disabilities and their caregivers.
3. **Partnership:** Actively engaging other government and non-government organizations to address specific challenges and advance key programs and services.
4. **Outreach/Training:** Systematically identifying underserved older adults, adults living with disabilities and their caregivers and connecting them to needed programs and services. Training includes all forms of formal, on-the-job training and technical assistance.
5. **Capabilities:** The combining people (skills, knowledge, experience and abilities), resources, work processes and systems to accomplish and continuously improve the execution of the Department's statutory responsibilities as well as to meet emerging needs and challenges.

Strategic priorities serve to guide and focus the Department in (1) its role as New Mexico's single state agency which develops, administers and advocates for programs and public policies to meet the needs of older adults and adults with disabilities and (2)



in the delivery of integrated, quality service in a responsive and cost effective manner. Services, which are highlighted on pages 34-35, provide access to health and social supports, and empower consumers to make informed decisions about their care options.

ALTSD currently has 25 performance measures, which are reported quarterly and/or annually to the Department of Finance and Administration and the Legislative Finance Committee. Annual targets are determined based on an analysis of trends, and forecasts and operational assessments of programs and services. There are four types of performance measures:

- Explanatory – measures external factors over which the agency has little or no control but that have a material effect on the agency’s ability to achieve its goals
- Outcome – measures the actual impact or public benefit of a program
- Output – measures the volume of work completed or the level of actual services or products delivered
- Quality – measures the value of the service being provided

The number and types of performance measures by program/Division is shown in the following table:

Program/Division	Output	Quality	Explanatory	Outcome	Total
P591/ASD	1	1	0	0	2
P592/CERD	0	1	0	9	10
P593/APS	2	2	0	1	5
P594/AND	4	0	0	4	8
Totals	7	4	0	14	25

Since FY12 the Department has improved its performance measurement system by adding six outcome and three quality measures, and reducing the number of output measures from 13 to seven.

# Support Aging in Place

## Services in Homes and Communities

*“New Mexico is one of the few states that allocates the majority of its Medicaid long-term care spending for older people and adults with physical disabilities to home and community based services.”<sup>1</sup>*

*According to a 2011 national scorecard, “New Mexico is first in the amount it spends on Home and Community Based Services, and is in the top quartile for Affordability and Access and Choice of Setting and Provider.”<sup>2</sup>*

*“The average annual cost of nursing home care in New Mexico is \$63,875, while it costs an estimated \$21,292 to keep the individual in his or her home.”<sup>3</sup>*

### What ALTSD needs to accomplish in the next 3-5 years to address this priority

#### Access

- Improve access to long-term support services for older adults, adults with disabilities and caregivers through:
  - Helping consumers make informed decisions through options counseling
  - Integrating IT systems
  - Educating the public
- Increase access of the following services and benefits:
  - Medicare and Medicaid
  - Veteran Administration
  - Adult Day Care
  - Senior services
  - Provide short-term options assistance so that individuals who are unable to identify specific needs or possible solutions, or who may lack the capacity to resolve their problems, can access appropriate services

#### Advocacy/Leadership

- Advocate for the civil and resident rights of individuals living in long-term care facilities who wish to transition to home and community-based services
- Advocate for stronger regulations that reflect residents’ needs in assisted living facilities and shelter homes
- Implement the *New Mexico State Plan for Alzheimer’s Disease and Related Dementias* to guide policy development and improvement of New Mexico’s long-term care delivery system with regard to supporting persons with Alzheimer’s disease and dementias, their families, and their caregivers

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<sup>1</sup> AARP Policy Institute, *Across the States: Profiles of Long-Term Services and Supports*, 9<sup>th</sup> Edition, 2012

<sup>2</sup> S.C. Reinhard, E. Kassner, A. Houser and R. Mollica, *Raising Expectations: A State Scorecard on Long-Term Services and Supports for Older Adults, People with Physical Disabilities, and Family Caregivers*, The AARP Foundation, The Commonwealth Fund, and The SCAN Foundation, September 2011

<sup>3</sup> AARP - <http://www.aarp.org/relationships/caregiving-resource-center/LTCC/>

- Advocate on legal issues impacting older New Mexicans with the greatest economic and social needs

## Partnerships

- Increase coordination and collaboration among the following stakeholders:
  - Area Agencies on Aging
  - Alzheimer's Association, New Mexico Chapter
  - New Mexico veteran services organizations
  - Local aging network providers
  - Independent Living Resource Centers
  - Indian Health Service
  - State and Federal agencies

## Outreach/Training

- Conduct outreach in coordination with Community Health Representatives to improve access to long-term support services for older adults, adults with disabilities and caregivers

## Capabilities

- Increase the Department's capability to recruit, train, and retain qualified and committed volunteers to augment and effectively deliver programs and services, especially in support of the State Ombudsman, Benefits Counseling, and Aging Network Providers.
- Increase the number of statewide volunteers for the following programs:
  - retired senior volunteers who serve in local communities
  - senior companions who support frail elders
  - foster grandparents who support children
  - benefits counselors who provide assistance in accessing public benefits , health insurance and prevention of health care fraud
  - trained and certified Ombudsmen to advocate for long-term care facility residents
- Increase the utilization of the Aging and Disability Resource Center's web-based Social Services Resource Directory by aging network providers, hospital discharge planners, corrections transition case workers, pharmacies, and case managers
- Support the Age-friendly/Livable Community concept as a proactive, grassroots methodology for local communities to plan, analyze and implement development to address an increasing older adult population

## Safeguard Vulnerable Adults and Elders

*Adult abuse, neglect and exploitation occur primarily in an adult's own home. During state fiscal year 2014, 57% of investigations substantiated by Adult Protective Services involved adult victims age 60 and older and 24 % were over age 80; 57% were female, 43% were male. Over 50% of substantiated cases were for allegations of self-neglect.*

*Ombudsmen visited 100% of the 70 nursing homes and 225 assisted living facilities in New Mexico and resolved more than 4,490 complaints<sup>4</sup>*

### What ALTSD needs to accomplish in the next 3-5 years to address this priority

#### Access

- Ensure that Adult Protective Services has sufficient staff and resource capacity to receive and respond to the growing number of reports of adult abuse, neglect, and exploitation with timely investigations and appropriate service interventions to prevent continued risk to adult victims

#### Advocacy/Leadership

- Balance the duty to protect the safety of an adult with the individual's right to self-determination. Preserve and protect the rights of residents in long-term care facilities and those wishing to transition to different care settings

#### Partnerships

- Facilitate multi-disciplinary collaboration between Adult Protective Services, allied agencies, and professionals to effectively address complex cases of adult abuse, neglect, and exploitation

#### Outreach/Training

- Provide education and outreach to assist the public in recognizing and reporting adult abuse, neglect, and exploitation
- Continue to prioritize outreach to senior centers and aging network providers to raise awareness of elder abuse
  - Provide access to counselors trained to resolve complex Medicare, Medicaid, and private insurance billing issues, appeals, and grievances and to educate beneficiaries to protect their personal identities, report errors on their health care bills, and identify deceptive health care practices or fraud
  - Educate Medicare, Medicaid and private insurance beneficiaries regarding identity protection, reporting errors on health care bills, and identifying deceptive health care practices or fraud

#### Capabilities

Support the capacity of Adult Protective Services to respond to the rising volume of investigations by maintaining sufficient staffing levels, strengthening the core training curriculum and providing enhanced training to support continued development of essential investigatory and case management skills

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<sup>4</sup> Long-Term Care Ombudsman Annual Report FY13

- Increase funding for in home supportive services to prevent continued harm to older adults at high risk for harm or premature institutionalization
- Recruit and train additional volunteer counselors to resolve complex Medicare, Medicaid, and private insurance billing issues, appeals, and grievances

# Combat Senior Hunger

*“New Mexico ranks 8<sup>th</sup> in the nation with 18% of adults age 60 years and older, who are hungry”<sup>5</sup>*

*“Food insecurity is associated with high blood pressure, cardiovascular disease, diabetes, aggression, anxiety and depression”<sup>6</sup>*

## What ALTSD needs to accomplish in the next 3-5 years to address this priority

### Access

- Increase access to food, nutrition and transportation services for vulnerable, older adults and adults with disabilities, as well as access to employment for those who are willing and able to work
- Increase screening for and enrollment in subsidy programs to assist New Mexicans who have limited income and resources

### Advocacy/Leadership

- Improve nutritional health, alleviate hunger, and prevent malnutrition by providing nutritionally adequate meals to older adults throughout New Mexico

### Partnerships

- Work with area agencies on aging to expand coordination with non-government organizations who are engaged at the community level in ending senior hunger

### Outreach/Training

- Assist area agencies in the operation of senior nutrition programs, including conducting on-site assessments and providing training and technical assistance

### Capabilities

- Increase ALTSD and Aging Network capabilities in utilizing its data reporting system to determine the extent to which current needs of vulnerable older adults are being met, forecast emerging needs and analyze trends

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<sup>5</sup> Ziliak and Gunderson, *The State of Senior Hunger in America 2011: An Annual Report*, The National Foundation to End Senior Hunger, September 1, 2013

<sup>6</sup> Lee JS, Frongillo, Jr. EA. *Nutritional and health consequences are associated with food insecurity among U.S. elderly persons*. *J. Nutr.* 131: 1503-1509, 2001

# Support Caregivers

*“Eighty five percent of help provided to all older adults in the United States is from family members”*

*In 2011, “287,000 New Mexicans (14% of the population) served as family caregivers and contributed \$3.1 billion in unpaid care in 2009”<sup>7</sup>*

*“30,022 children live in homes in New Mexico where 25,209 grandparents are responsible for them”<sup>8</sup>*

What ALTSD needs to accomplish in the next 3-5 years to address this priority

## Access

- Continuously increase the ability of ALTSD staff to access supports and services for caregivers
- Provide caregivers of veterans with access to consumer-directed respite services that increase their ability to care for their loved-ones

## Advocacy/Leadership

- Implement a task force under HJM4 (2014) to define what New Mexico needs regarding caregiving support; compile an inventory of resources and programs available for family caregivers; receive testimony on the needs of family caregivers; establish policy recommendations regarding family caregivers; and create a *New Mexico State Family Caregiver Plan* by November 2015
- Foster innovation in evidence-based caregiver support initiatives

## Partnerships

- Work with other state agencies, area agencies on aging, faith-based and community organizations and service providers to plan and deliver a coordinated system of supportive services to caregivers

## Outreach/Training

- Increase public awareness of the needs of caregivers and the services available to meet their needs.
- Provide comprehensive support services for caregivers, statewide, expanding services in rural and tribal areas
- Provide veterans and veteran caregivers with support and training to increase their knowledge, skills, and ability to handle the challenges of dealing with the effects of Alzheimer’s disease and other dementias

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Gitlin LN, Schulz R., *Family Caregiving of Older Adults, Public Health for an Aging Society*, The Johns Hopkins University Press, 2012

<sup>7</sup> Feinberg, L., et al. (2011, July). *Valuing the Invaluable: 2011 Update: The Economic Value of Family Caregiving in 2009 (Table 1)*. AARP Public Policy Institute publication. <http://assets.aarp.org/rgcenter/ppi/ltc/fs229-ltc.pdf>

<sup>8</sup> AARP, *GrandFacts*, 2010

- Solicit input from stakeholders regarding the needs of people with Alzheimer’s disease, dementia, and other chronic diseases, and those of their caregivers, with regard to planning and service delivery
- Support training and technical assistance for Aging Network providers to assist them in developing and delivering caregiver services and supports

### Capabilities

- Through the Office of Alzheimer’s disease and Dementia Care, create a network of organizations and experts to guide and coordinate the implementation of the *New Mexico State Plan for Alzheimer’s Disease and Related Dementias*
- Provide technical assistance to area agencies on aging and independent living resource centers in the development of new programs designed to assist caregivers, including systems of care coordination and evidence-based programs



# Encourage Healthy and Productive Aging

*According to the U.S. Census Bureau, in 2012, 12.2% of New Mexicans age 65 and older were below the federal poverty level compared to a national average of 9.4%.<sup>9</sup>*

*About 91% of older adults have a least one chronic condition, and 73% have at least two. Chronic conditions – such as diabetes, arthritis, hypertension, and lung disease – seriously compromise the quality of life of older adults, often forcing them to give up their independence too soon.<sup>10</sup>*

## What ALTSD needs to accomplish in the next 3-5 years to address this priority

### Access

- Identify and create options for engagement in meaningful activities that address the needs of New Mexico's growing older adult population throughout their life spans
- Support the enrollment of older New Mexicans and adults with disabilities in state programs and services that help them access:
  - Nutritious foods, such as the Supplemental Nutrition Assistance Program and farmer's market subsidies
  - Certified volunteers who assist people in their homes to organize and pay bills
  - Counselors trained to resolve complex Medicare, and Medicaid billing issues, appeals, and grievances
  - Prescription drug assistance programs so that they can obtain the medications they need at costs they can afford
  - Programs to prepare them to secure, meaningful employment and to transition from subsidized employment
- Foster the economic security of older workers by helping them prepare for, and secure meaningful employment as well as opportunities to engage in Senior Corps Volunteer programs administered through the New Mexico Office of the Corporation for National and Community Service and the Aging and Long-Term Services Department

### Advocacy/Leadership

- Support the health and wellness of New Mexico's older adults, adults with disabilities, and caregivers through a focus on nutrition, fall prevention, physical activity, chronic disease management, and medication management
- Promote models of care that integrate physical and behavioral health services

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<sup>9</sup> U.S. Census [http://factfinder2.census.gov/faces/nav/jsf/pages/community\\_facts.xhtml](http://factfinder2.census.gov/faces/nav/jsf/pages/community_facts.xhtml)

<sup>10</sup> National Council on Aging <http://www.ncoa.org/improve-health/center-for-healthy-aging/chronic-disease/>

- Promote physical fitness for adults age 50 and older, including adults with disabilities, through Senior Olympic Games and other health-promotion activities
- Support public policies and programs which promote the economic security of older adults and adults with disabilities

### Partnerships

- Collaborate with state agencies and area agencies on aging to support access to food, employment, prescription drugs, and transportation for older adults and adults with disabilities
- Provide health promotion and disease prevention information, activities, and programs throughout New Mexico in collaboration with area agencies on aging, Aging Network providers, governmental entities, and health care organizations
- Partner with the Healthy Aging Collaborative to offer wellness and disease management programs statewide
- Coordinate and collaborate with the New Mexico Department of Health, community-based programs and local partners to deliver evidence-based health promotion and disease prevention/management services and programs, such as adult fall prevention and chronic disease self-management, to help older adults maintain or improve their physical and mental well-being

### Outreach/Training

- Solicit input from stakeholders regarding the needs of people with Alzheimer’s disease, dementia, and other chronic diseases, and those of their caregivers, with regard to planning and service delivery
- Provide information and education to New Mexico’s older adults and adults with disabilities regarding:
  - Reducing prescription drug interactions and other medication management issues
  - Annual Medicare plan changes
- Increase employment opportunities for older adults statewide by educating employers about the value of hiring older workers and by connecting older workers with employers wishing to hire them

### Capabilities

- Provide employment training to older individuals with low incomes to help them enter or reenter the workforce
- Foster innovative evidence-based health promotion and disease prevention interventions that are inclusive of people with mobility limitations

# Department Capabilities

Build and Sustain Capabilities to Meet Emerging Needs and Challenges

What ALTSD needs to accomplish in the next 3-5 years

## Access

- Improve consumer access to long-term care services through a combination of integrated IT system(s) and the development and distribution of educational information and publicity materials

## Advocacy

- Advocate for the integration of data systems across agencies to improve the effectiveness of program and service needs assessments; management and outcome evaluations and the quality and responsiveness of customer service

## Partnerships

- Develop working relationships with HHS agencies to better respond to grant opportunities of mutual interest; quickly address areas of common concern or new challenges through joint action, and provide mutual support for major initiatives and priorities

## Outreach/Training

- Support and continually improve the Department's training and technical assistance capabilities to increase the competencies and capabilities of providers, managers and staff
- Improve the methods and processes for conducting training needs assessments, as well as developing, delivering, and evaluating training
- Develop systematic customer and stakeholder feedback processes, which continuously provide the Department and program managers with qualitative and quantitative data and information on levels of satisfaction; areas of concern that need attention or corrective action, and emerging needs and trends

## Capabilities

- Implement a standardized contract management system to assess and continually improve service provider quality and performance
- Implement a Program/Division-centered fiscal support process, which provides responsive assistance and coordination among Divisions for budgeting, fiscal management, and operations

- Support the Department's strategic and operational priorities through cost-effective and secure information technology systems
- Leverage and align information technology resources to improve customer service, quality, productivity, and cost effectiveness in support of business processes
- Improve the design, implementation, and utilization of systems for data collection, analysis, and reporting
- Develop, implement, and sustain a comprehensive Department-wide quality and performance management strategy and capability, which includes aging network providers
- Attract, train, and retain professional talent in support of The Department's core capabilities and emerging program and service requirements
- Conduct periodic reviews of Department procedures and contractor operations to ensure quality, conformance to regulations, and cost-effective performance in the delivery of services

## ALTSD Performance Measures and Targets FY14 -15

How much did we do? (Output)

How well did we do it? (Quality)

Is anyone better off? (Outcomes)

Program Code and Division Measure Type Reporting Cycle	FY14 Performance Measures Target/Actual	FY15 Performance Measures and Targets
P592 CERD Outcome Quarterly	Percent of ombudsman complaints resolved within sixty days Target: 90% Actual: 99%	No change Target 90%
P592 CERD Outcome Annual	State ranking for the number of complaints per nursing and assisted living facility beds Target: top quarter Actual: top quarter	No change in measure Target: top quarter
P592 CERD Explanatory Quarterly	Percent of people accessing aging and disability resource center in need of two or more daily living services who are satisfied with the information, referral, assistance received Target: 40% Actual: 43%	Percent of people accessing aging and disability resource center who indicated changes in their health/social service programs have affected their quality of life Target 40%
P592 CERD Quality Quarterly	Percent of calls to aging and disability resource center that are answered by a live operator Target: 90% Actual: 87%	No change in measure Target 85%
P592 CERD Outcome Annual	State ranking of New Mexico State Health Insurance Assistance Program Target: 17 <sup>th</sup> Actual: 12 <sup>th</sup>	No change in measure Target: 12 <sup>th</sup>

Program Code and Division Measure Type Reporting Cycle	FY14 Performance Measures Target/Actual	FY15 Performance Measures and Targets
P592 CERD Quality Annual	Percent of people receiving options counseling who indicate satisfaction with the information they received regarding long term support services and informed choice Target: 90% Actual: 95%	Percent of people receiving options counseling who indicate the information received regarding long-term support services made a positive difference in their decisions. Target: 90%
P592 CERD Outcome Annual	Percent of resident requested transitions from nursing homes to home and community based services completed to the satisfaction of the resident within nine months of the request Target: 85% Actual: 97.5 %	No change in measure Target: 90%
P592 CERD Outcome Annual	Percent of Medicare beneficiaries who received benefits counseling for Medicare and Medicaid programs including changes in their Medicare prescription drug plan  Target: 14% Actual: 20%	Percent meeting or exceeding the benchmark set by the centers for Medicare and Medicaid services beneficiaries who receive benefits counseling including changes in their prescription drug plan Target: 14%
P592 CERD Outcome Annual	The percentage of uninsured Medbank patients who are qualified to receive critical medication services Target: 47% Actual: 55%	The percentage of uninsured Medbank patients who are qualified to receive critical medications at a low or zero cost Target: 47%
P592 CERD Outcome Annual	Percent of clients appointed as legal guardians of kinship children in their care Target: 90% Actual: 95%	No change in measure Target: 90%

Program Code and Division Measure Type Reporting Cycle	FY14 Performance Measures Target/Actual	FY15 Performance Measures and Targets
P593 APS Output Quarterly	Number of adults receiving adult protective services investigations of abuse, neglect, or exploitation Target: 6,000 Actual: 6,665	Number of adult protective services investigations of abuse, neglect, or exploitation Target: 6,000
P593 APS Quality Quarterly	Percent of emergency or priority-one investigations in which a caseworker makes initial face to face contact with the alleged victim within prescribed time frames Target: 95% Actual: 98%	No change in measure Target: 98%
P593 APS Outcome Annual	Number of adults who receive home care or adult day services as a result of an investigation of abuse, neglect, or exploitation Target: 1,120 Actual: 1,533	No change in measure Target: 1,300
P593 APS Quality Annual	Percent of contracted home care and day care service providers receiving no deficiencies during annual on-site audit by adult protective services Target 90% Actual: 94%	No change in measure Target: 96%
P593 APS Output Annual	Number of senior center contacts conducted to provide outreach on identifying and reporting adult abuse, neglect, and exploitation Target: 35 (23%) Actual: 45%	Percentage of senior centers within adult protective services jurisdiction receiving outreach visits. Target: 25%

Program Code and Division Measure Type Reporting Cycle	FY14 Performance Measures Target/Actual	FY15 Performance Measures and Targets
P594 AND Outcome Annual	Percent of individuals exiting from the federal older worker program who obtain unsubsidized employment Target: 30% Actual: 45%	No change in measure Target: 37%
P594 AND Outcome Annual	Community service hours provided by the state older worker program as a percent of work hours budgeted Target: 80% Actual: 95%	No change in measure Target: 84%
P594 AND Outcome Annual	Percent of older adults served by the 50+ older worker connection who obtain unsubsidized employment Target: 20% Actual: 45%	No change in measure Target: 35%
P594 AND Output Quarterly	Number of hours of respite care provided Target: 370,000 Actual: 379,097	No change in measure Target: 380,000
P594 AND Output Annual	Number of one-way trips provided to community services for eligible consumers Target: 750,000 Actual: 693,949	No change in measure Target: 750,000
P594 AND Output Annual	Number of hours of service provided by senior volunteers statewide Target: 1,700,000 Actual: 1,536,756	No change in measure Target: 1.7 million
P594 AND Output Annual	Number of persons receiving aging network community services Target: 95,000 Actual: 101,021	No change in measure Target: 95,500



Program Code and Division Measure Type Reporting Cycle	FY14 Performance Measures Target/Actual	FY15 Performance Measures and Targets
P594 AND Outcome Quarterly	Percent of older New Mexicans whose food insecurity is alleviated by meals received through the aging network Target: 60% Actual: 61%	No change in measure Target: 62%
P591 ASD Quality Annual	The percent of vouchers and purchase orders accepted by the department of finance and administration without rejection Target: 96% Actual: 99%	No change in measure Target: 96%
P591 ASD Output Annual	Number of working days between payment of state funds and the draw of federal funds Target: 30 Actual: 30	Percent of draws of federal funds that meet federal draw timeliness standards Target: 90%

## Performance Measures by Strategic Priorities

	Strategic Priorities					
FY15 Performance Measures	Aging in Place	Safeguard Vulnerable Adults	Combat Senior Hunger	Caregiver Support	Healthy and Productive Aging	Build and Sustain Capabilities
Percent of ombudsman complaints resolved within sixty days		<b>X</b>				
State ranking for the number of complaints per nursing and assisted living facility beds		<b>X</b>				
Percent of people accessing aging and disability resource center who indicated changes in their health and/or in social service programs have affected their quality of life	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	
Percent of calls to the ADRC that are answered by a live operator	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
State ranking of New Mexico State Health Insurance assistance Program	<b>X</b>				<b>X</b>	
Percent of people receiving options counseling who indicate the information they received regarding long term support services made a positive difference in their decisions.	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	
Percent of resident requested transitions from nursing homes to home and community based services completed to the satisfaction of the resident within nine months of the request	<b>X</b>			<b>X</b>		
Percent meeting or exceeding the benchmark set by the centers for Medicare and Medicaid services beneficiaries who receive benefits counseling including changes in their prescription drug plan	<b>X</b>	<b>X</b>			<b>X</b>	

## Performance Measures by Strategic Priorities

	Strategic Priorities					
FY15 Performance Measures	Aging in Place	Safeguard Vulnerable Adults	Combat Senior Hunger	Caregiver Support	Healthy and Productive Aging	Build and Sustain Capabilities
The percentage of uninsured Medbank patients who are qualified to receive critical medications at low or zero cost		<b>X</b>			<b>X</b>	
Percent of clients appointed as legal guardians of kinship children in their care		<b>X</b>				
Number of adult protective services investigations of abuse, neglect, or exploitation		<b>X</b>				
Percent of emergency or priority-one investigations in which a caseworker makes initial face-to-face contact with the alleged victim within prescribed time frames		<b>X</b>				<b>X</b>
Percent of contracted home care and day care service providers receiving no deficiencies during annual on-site audit by adult protective services		<b>X</b>				<b>X</b>
Number of senior center contacts conducted to provide outreach on identifying and reporting adult abuse, neglect, and exploitation		<b>X</b>				<b>X</b>
Percent of individuals exiting from the federal older worker program who obtain unsubsidized employment					<b>X</b>	
Community service hours provided by the state older worker program as a percent of work hours budgeted					<b>X</b>	
Percent of older adults served by the 50+ older worker connection who obtain unsubsidized employment					<b>X</b>	
Number of hours of respite care provided	<b>X</b>			<b>X</b>		

## Performance Measures by Strategic Priorities

	Strategic Priorities					
FY15 Performance Measures	Aging in Place	Safeguard Vulnerable Adults	Combat Senior Hunger	Caregiver Support	Healthy and Productive Aging	Build and Sustain Capabilities
Number of one-way trips provided to community services for eligible consumers	X		X		X	X
Number of hours of service provided by senior volunteers statewide					X	X
Number of persons receiving aging network community services	X		X	X	X	X
Percent of older New Mexicans whose food insecurity is alleviated by meals received through the aging network	X		X		X	
The percent of vouchers and purchase orders accepted by the department of finance and administration without rejection						X
Number of working days between payment of state funds and the draw of federal funds						X

## Services by Age

Service	Program Description	Ages Served
Adult Protective Services	Investigates reports of abuse, neglect, and exploitation of adults who lack the capacity to protect themselves; provides short-term services to prevent continued maltreatment and address health and safety needs of incapacitated adults. Provides outreach to teach public to recognize and report adult abuse, neglect, and exploitation.	18+
Aging and Disability Resource Center	Provides individuals, families, caregivers, providers, and advocates access to information, assistance, referrals, options counseling, and advocacy in those areas of daily living that will maximize personal choice and independence for older adults and adults with disabilities.	Any age
Office of Alzheimer's/Dementia Care	Coordinates caregiver and provider training, information and assistance, support groups, advocacy, outreach, and education.	Any age
State Health Insurance Program	Certified volunteers and staff provide group and one-on-one information, education, and enrollment assistance for Medicaid, public benefits, Medicare, and other benefit services for which older adults and adults with disabilities may be eligible.	18+
Bill Payer Program	Certified volunteers and staff provide assistance with monthly bill preparation, payment, and record keeping for individuals with low incomes.	55+
Care Transition	Care Transitions Specialists provide advocacy, assistance, coordination of services and short-term assistance for individuals who wish to transition out of a long-term facility back into the community.	Any age
Caregiver counseling, support groups, and training	Provides support groups to help caregivers make decisions, resolve problems, and develop skills to care effectively for loved ones.	Any age family caregiver of an older adult, an elder caring for a child or a younger adult with a disability
Congregate and home-delivered meals	Provides breakfast, lunch and/or dinner in a variety of settings including senior centers, community centers, or in homes.	60+ (55 + for Native Americans), spouses of any age and persons with disabilities of any age who live with eligible elders

Service	Program Description	Ages Served
Foster Grandparent Program	Trains and certifies volunteers; gives one-on-one, daily attention to children with special needs in schools, child care centers, and other community settings.	55+
Homemaker Services	Provides non-medical care such as housekeeping, personal care, errands.	60+ (55 + for Native Americans)
50+ Employment Connection	Provides employment counseling, job training, interviewing, computer development skills, and support groups (job clubs).	50+
Legal Services	Through a variety of programs, such as Legal Resources for the Elderly Program (LREP), Senior Citizens Law Office (SCLO) and Pegasus Legal Services for Children, provides advocacy and legal representation of older adults in areas including housing, health care, employment issues, disability accommodation, basic human rights, consumer protection, domestic or family law and securing and maintaining government benefits.	55+
Long-Term Care Ombudsman Program	Certifies volunteers and staff advocate for recognition, respect, and enforcement of civil and human rights of people living in long-term care facilities.	Any age person living in a long-term care facility
Prescription Drug Assistance	Provides access to free or low-cost prescription drugs and \$300 vouchers to bridge the gap in the transition period prior to prescription drug coverage.	Any age
Respite Care	Provides caregivers with relief from caregiving responsibilities.	Any age family caregivers of older adults, and older adults caring for children or younger adults with disabilities
Senior Companion Program	Trains and certifies volunteers; provides assistance and friendship to frail adults who have difficulty with daily life skills.	55+
Senior Employment	Provides employment training to older individuals with low incomes entering or reentering the workforce.	55+
Senior Olympics	Provides state and local game competitions, sports programs, and wellness and health promotion activities.	50+
Senior Medicare Patrol	Certified volunteers and staff help beneficiaries avoid, detect, and prevent healthcare fraud.	Medicare and Medicaid beneficiaries of any age and their representatives

Service	Program Description	Ages Served
Transportation	Provides transportation to medical appointments, shopping, educational opportunities, and the like.	60+ (55+ for Native Americans), spouses of any age and persons with disabilities of any age who live with eligible elders

For more information about the services listed above and ALL eligibility requirements, call the  
**Aging and Disability Resource Center**  
1-800-432-2080

