

# STRATEGIC PLAN 2019-2023



*Central Plains Area Agency on Aging*  
Butler, Harvey & Sedgwick Counties

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# Purpose

The purpose of this plan is to guide future priorities and decisions for the Central Plains Area Agency on Aging to expand their scope during the years 2019-2023.

The plan addresses five strategic focus areas:

1. Comprehensive Coordinated System of Care
2. Housing
3. Transportation
4. Addressing the Perception of Aging and Wellness
5. The Intersection of Mental Health and Aging

# Plan Format

**Strategic Focus Areas:** Based on themes derived from data and stakeholder input, these areas are the focus of planning efforts.

**Goals and Objectives:** Based on discussions of “what success would look like” for each focus area, goals represent an overall desired end-result and objectives provide specific results to be achieved.

**Performance Measures:** Methods to track desired changes in productivity, effectiveness, efficiency and/or resource acquisition.

**Strategies:** The general means or methods used to arrive at the desired goal.

**First Step Action Plans:** First steps to operationalize strategies, associated with champions to facilitate the change effort, and a general timeline for the activity. This will produce learning used to adopt, adapt, or abandon tactics over time.

**Champions:** For each strategy, the person(s) who will initiate steps, track progress, and engage others in ongoing strategic thinking and doing.





# From the Executive Director

**Annette Graham**

Central Plains Area Agency on Aging

Strategic Plan 2019-2023

Central Plains Area Agency on Aging is pleased to present our Strategic Plan that establishes priorities that will guide the focus of the agency during the years 2019 -2023. This plan is the result of hard work and commitment from staff, professionals in the field, caregivers, council members and older adults who devoted their time and thoughtful input throughout the process. Our goal is to maintain our focus on our mission to assist seniors, caregivers and people with disabilities to achieve improved health and greater independence.

Central Plains Area Agency on Aging developed a five year strategic plan in 2018 and began implementation in 2019. The plan was developed with input from more than 70 stakeholders in the tri-county area which includes Butler, Harvey and Sedgwick Counties. County Commissioners from the three Counties hosted meetings across the area. Stakeholders reviewed issues impacting older adults and provided feedback on issues impacting people in their communities. A final Strategic meeting was hosted and facilitated by WSU Center for Engagement in the fall of 2018. In this meeting, professionals, older adults, caregivers and staff worked together to assist in the creation of five focus areas that have been integrated into the strategic plan. The five focus areas are:

- **Comprehensive Coordinated System of Care:** Goal is for older adults, caregivers and people with disabilities to have the knowledge and resources needed to live and age with dignity and choice
- **Housing:** Goal is that older adults have safe, accessible and affordable housing needed to age in community.
- **Transportation:** Goal is to expand the provision and coordination of transportation services for older adults, people with disabilities and caregivers.
- **Addressing the perception of aging and wellness:** Goals
  - 1) The circumstances of older adults are well understood and addressed.
  - 2) Older adults and supporters are empowered to confront ageism.
- **Chronic illness and the intersection of Mental Health and Aging:** Goals
  - 1) Community based mental health services appropriately address the needs of older adults.
  - 2) Chronic illness services improve quality of life and prolong independence.

The involvement of community members has been instrumental in the development of our Strategic plan and we are thankful for their contributions and engagement. As we move forward with the plan over the next five years we will work collaboratively to achieve the goals established that will improve our community and services for those we serve.

## Central Plains Area Agency on Aging

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## Governing Board

Sedgwick County Board  
of County  
Commissioners:

- Pete Meitzner
- Sarah Lopez
- David Dennis
- Lacey Cruse
- Jim Howell

# Strategic Focus Area 1

## Comprehensive Coordinated System of Care

### GOAL

Older adults, caregivers, and people with disabilities have the knowledge and resources needed to live and age with dignity and choice.

### OBJECTIVES

- Improved information-sharing across the community
- Older adults, people with disabilities, and caregivers have user-friendly access to community resources and information.

### DASHBOARD MEASURES

- Increased number of call-center contacts
- Increased percentage of high satisfaction ratings following call-center contacts
- Increase information and Referral Assistance contacts
- Launch a social marketing program that elevates CPAAA as a go-to resource

- 1.1.** Expand partnerships (across a range of community resources and disability and health care services providers).  
**[Timeline: February 2019 – January 2023]**
  - 1.1.1.** Develop an outreach team and standardized language (message, ask, etc.).
  - 1.1.2.** Target specific, high-priority partnerships and initiate contacts for the purpose of connecting their customers/clients/patients/parishioners to resources.
  - 1.1.3.** Integrate this process into ongoing CPAAA outreach activity.
  
- 1.2.** Create/enhance system for sharing resources.  
**[Timeline: January 2019 – January 2023]**
  - 1.2.1.** Research current needs and methods for communicating information to those who need it the most (with consideration for rural and urban conditions).
  - 1.2.2.** Review CPAAA’s interaction/communication methods and explore ways to better share resource options.
  - 1.2.3.** Based on findings, initiate new strategies.
  
- 1.3.** Marketing of services to increase knowledge to older adults, caregivers, and people with disabilities.  
**[Timeline: January 2019 – December 2023]**
  - 1.3.1.** Finalize CPAAA’s brand and message, and develop strategies for how to communicate and integrate that brand across CPAAA system (using learning from 1.2.1).
  - 1.3.2.** Share the new marketing brand and message with CPAAA employees (and establish expectations about how employees will communicate said message).
  - 1.3.3.** Develop a social marketing plan (website, video messaging, etc.).

**1.1** Management Team  
Program Staff

**1.2** Director of Information & Community Services  
Mill Levy Program Coordinator  
Older Americans Act Program Coordinator  
Call Center Team Lead  
Education Outreach Specialist

**1.3** Management Team

# Strategic Focus Area 2

## Housing

### GOALS

- Older adults have safe and accessible housing needed to age in the community.\*
- There is a new conversation around innovative housing for older adults.

### OBJECTIVES

- Develop partnerships and pursue opportunities for collaboration with other home repair agencies and providers.
- Older adults are aware of options for home modification and maintenance

### DASHBOARD MEASURES

- Increase number of people served through home repair and modification program
- Establish baseline and increase number of agency contacts regarding housing

\* **'Age in Community'** (or Age in Place): A term used to describe a person living in the residence of their choice, for as long as they are able, as they age. This includes being able to have any services (or other support) they might need over time as their needs change.

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## STRATEGIES AND ACTION STEPS

- 2.1** Develop partnerships and pursue opportunities for collaboration with other home repair agencies and providers.  
**[Timeline: January 2019 – December 2023]**
- 2.1.1** Educate and certify staff on home modification, safety, zoning, housing options, etc.
  - 2.1.2** Create opportunities to educate targeted individuals (see above) and promote housing needs and options.
  - 2.1.3** Incorporate this information in the full range of CPAAA communication and outreach activities.
- 2.2** Increase number of persons served through the home repair and modification program.  
**[Timeline: October 2019– December 2023]**
- 2.2.1** Incorporate this information in the full range of CPAAA communication and outreach activities.

- 2.1** CPAAA Executive Director  
Director of Mobility & Mill Levy Services  
Mill Levy Program Coordinator  
Minor Home Repair Program Coordinator
- 2.2** Director of Mobility & Mill Levy Services  
Mill Levy Program Coordinator  
Minor Home Repair Program Coordinator  
Resident Service Coordinator

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## CHAMPIONS

# Strategic Focus Area 3

## Transportation

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### GOAL

Expand provision and coordination of transportation services to older adults, people with disabilities, and caregivers.

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### OBJECTIVES

- Increase and diversify funding for accessible public transportation options for older adults, caregivers, and people with disabilities
- Increase partnerships to better coordinate transportation across the region
- Increase awareness of existing transportation options

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### DASHBOARD MEASURE

- Increase transportation funding
- Increase diversity of funding
- Increase number of transportation agencies coordinating with CPAAA/SCDOA
- Increase number of rides provided



**3.1** Increase partnerships to better coordinate transportation services.

**[Timeline: March 2019 – December 2023]**

- 3.1.1** Revisit funding options for mobility management.
- 3.1.2** Provide targeted presentations on best practices at every Coordinated Transit District meetings.
- 3.1.3** Engage transportation providers in discussions needs and options that better incentivize their participation.
- 3.1.4** Initiate conversation with Kansas Department of Transportation to discuss opportunities to incentivize transportation providers to coordinate services.

**3.2** Educate the public about available transportation services.

**[Timeline: July 2019 – December 2023]**

- 3.2.1** Educate the Wichita Area Metropolitan Planning Organization, Veteran’s Administration, Wichita/Sedgwick County Access Advisory Board, volunteer organizations, and faith groups to promote available transportation services.
- 3.2.2** Expand staff training on transportation issues and options.
- 3.2.3** Design and implement a public education strategy to promote transportation issues and options.

**3.3** Fund a mobility manager position serving CTD Region 9.

**[Timeline: April 2019 – December 2023]**

- 3.3.1** Educate partners on the value and benefits of funding a mobility manager position.
- 3.3.2** Write and submit a grant application to the Kansas Department of Transportation.
- 3.3.3** Initiate position and seek sustained funding.

**3.1** Director of Finance

Director of Mobility & Mill Levy Services  
Transportation Operations Manager

**3.2** Director of Mobility & Mill Levy Services

Transportation Operations Manager  
Director of Finance - Consultant

**3.3** Director of Mobility & Mill Levy Services

Director of Finance  
CPAAA Executive Director

# Strategic Focus Area 4

## 5XfYgg]b[ the perception of aging and wellness

### GOALS

- The circumstances of older adults are well understood and addressed.
- Older adults and supporters are empowered to confront ageism.

### OBJECTIVES

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- 1 .xpand programming for wellness and prevention
- 4 Reframming aging by promoting successful aging and confronting ageism

### DASHBOARD MEASURE

- Increase the number of educational events to address ageism sponsored by CPAAA
- Number of toolkits distributed and used
- Media coverage addressing ageism
- Increased number of health and wellness programs sponsored by CPAAA

- 4.1** Identify and seek financial resources for health and wellness services.  
[Timeline: July 2019 – December 2023]
  - 4.1.1** Research opportunities to contract with healthcare providers and insurance companies to fund health and wellness services.
  - 4.1.2** Work in conjunction with k4ad to develop a new entity to pursue statewide contract(s) for providing services funded by healthcare providers and insurance companies to address social determinants.
  - 4.1.3** Develop partnerships for CPAAA to provide health and wellness services, leading to a contract.
  
- 4.2** Expand CPAAA programming for wellness and prevention.  
[Timeline: July 2019 – December 2023]
  - 4.2.1** Hire a dietician.
  - 4.2.2** Provide Diabetes Prevention Program, nutrition counseling, and health education as sustained, billable services.
  - 4.2.3** Research evidence-based caregiver programming.
  - 4.2.4** Based on research, initiate evidence-based caregiver programming.
  - 4.2.5** Develop a regional fall-prevention coalition and expand fall-prevention programming.
  
- 4.3** Work with Senior Centers to expand health and wellness programming.  
[Timeline: October 2019 – December 2023]
  - 4.3.1** Include health and wellness programming information at the Senior Center Conference.
  - 4.3.2** Provide senior centers with programming education and information on health and wellness.
  - 4.3.3** Provide consultation and technical assistance to senior centers in Sedgwick County about health and wellness programming.
  
- 4.4** Reframe aging by promoting successful aging and confronting ageism.  
[Timeline: July 2019 – December 2023]
  - 4.4.1** Provide reframing aging training to staff and public.
  - 4.4.2** Develop and lead an education campaign to enable others to reframe aging.

- 4.1** CPAAA Executive Director  
Director of Information & Community Services  
Registered Dietician
- 4.2** Director of Information & Community Services  
Older Americans Act Program Coordinator  
Registered Dietician

- 4.3** Director of Information & Community Services  
Mill Levy Program Coordinator
- 4.4** Management Team

# Strategic Focus Area 5

## Chronic Illness, Mental Health and Aging

### GOALS

- Community-based mental health services appropriately address the needs of older adults.
- Chronic illness care improves quality of life and prolongs independence.

### OBJECTIVES

- CPAAA and providers reduce barriers to mental and chronic illness health care for older adults.
- Increased identification of mental health issues and referrals to appropriate services
- Caregivers are educated about self-care and are aware of mutual-support options

### DASHBOARD MEASURE

- Increased CPAAA referrals to appropriate mental health services and programs that address chronic illness among older adults
- Increased CPAAA referrals to appropriate mental health
- Increased utilization of mental health services by older adults
- Number of caregiver education programs sponsored and provided by CPAAA

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## STRATEGIES AND ACTION STEPS

**5.1** Assess and address barriers to providing mental health services to older adults.

**[Timeline: September 2020 – December 2023]**

**5.1.1** Gather information on the barriers to use of mental health services among older adults and caregivers.

**5.1.2** Gather information from providers regarding barriers to the provision of mental health services to older adults.

**5.1.3** Advocate with mental health providers, coalitions, state agencies, and policy-makers to address identified barriers to mental health service use by older adults.

**5.2** Wide range of support for caregivers

**[Timeline: January 2022 – December 2023]**

**5.2.1** Conduct focus groups to identify caregiver concerns and preferred approaches to address their needs.

**5.2.2** Use findings to design and seek community partners to increase support for caregivers.

**5.2.3** Use findings to advocate for additional resources.

**5.2.4** Invest in technology to help Caregivers and professionals on a variety of subjects.

**5.1** CPAAA Executive Director

**5.2** Director of Information & Community Services

Older Americans Act Program Coordinator

Caregiver Coordinator

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## CHAMPIONS

# Moving Forward

The plan aligns with the Central Plains Area Agency on Aging mission to assist seniors, caregivers and people with disabilities to achieve improved health and greater independence. The strategic planning effort was informed by stakeholder input, as well as data related to trends, conditions, challenges, and opportunities.

A first and crucial step to ensuring a strategic plan's effectiveness is clearly communicating the roles of stakeholders. When they understand their roles, stakeholders actively work together to implement strategies, learn from their efforts, adapt, and continue until the desired outcomes are accomplished. During the planning process, champions were identified for each focus area strategy. These champions will not necessarily be the ones doing the work associated with their named strategy; instead, they will *facilitate* the work. Performance measures will be used to track changes in productivity, effectiveness, and/or efficiency. Over time, the Central Plains Area Agency on Aging will be able to see progress towards objectives in each focus area, leading the organization to achieve their overall desired end-results.

**This strategic plan will be a living document.** Updates will constantly inform, and perhaps change, the course of the plan. Adaptability insures that the organization may stay attuned to the needs of their stakeholders—those they serve, staff, and volunteers. These recommended steps will help to insure the Central Plains Area Agency on Aging makes progress toward stated goals and objectives:

- The Central Plains Area Agency on Aging board, serving in their governance capacity, should review, revise as needed, and approve the plans.
- Ongoing strategic 'thinking and doing' is required if any progress is to be made toward goals and objects. WSU has provided (separately) a 90-120 Day Strategic Thinking and Doing Worksheet. This tool can guide the work of 'champions' as they implement strategies, monitor progress, and adapt strategies based on what is learned.

*A design team, composed of board leadership and members from the Wichita State University Community Engagement Institute, facilitated this planning.*



# TIMELINE

## FOCUS AREA 1 Comprehensive Coordinated System of Care

- Stratgey 1.1 Expand Partnerships (across range of Community resources & disability health care providers)
- Stratgey 1.2 Create / ehance system for sharing resources.
- Stratgey 1.3 Marketing of services to increase knowledge to older adults, caregivers, and persons with disabilities.

## FOCUS AREA 2 Housing

- Stratgey 2.1 Educate professionals, builders, & policy makers on housing needs of older adults.
- Stratgey 2.2 Promote innovative housing for older Kansas.
- Stratgey 2.3 Gather information about satisfaction among older adults regarding housing options.

## FOCUS AREA 3 Transportation

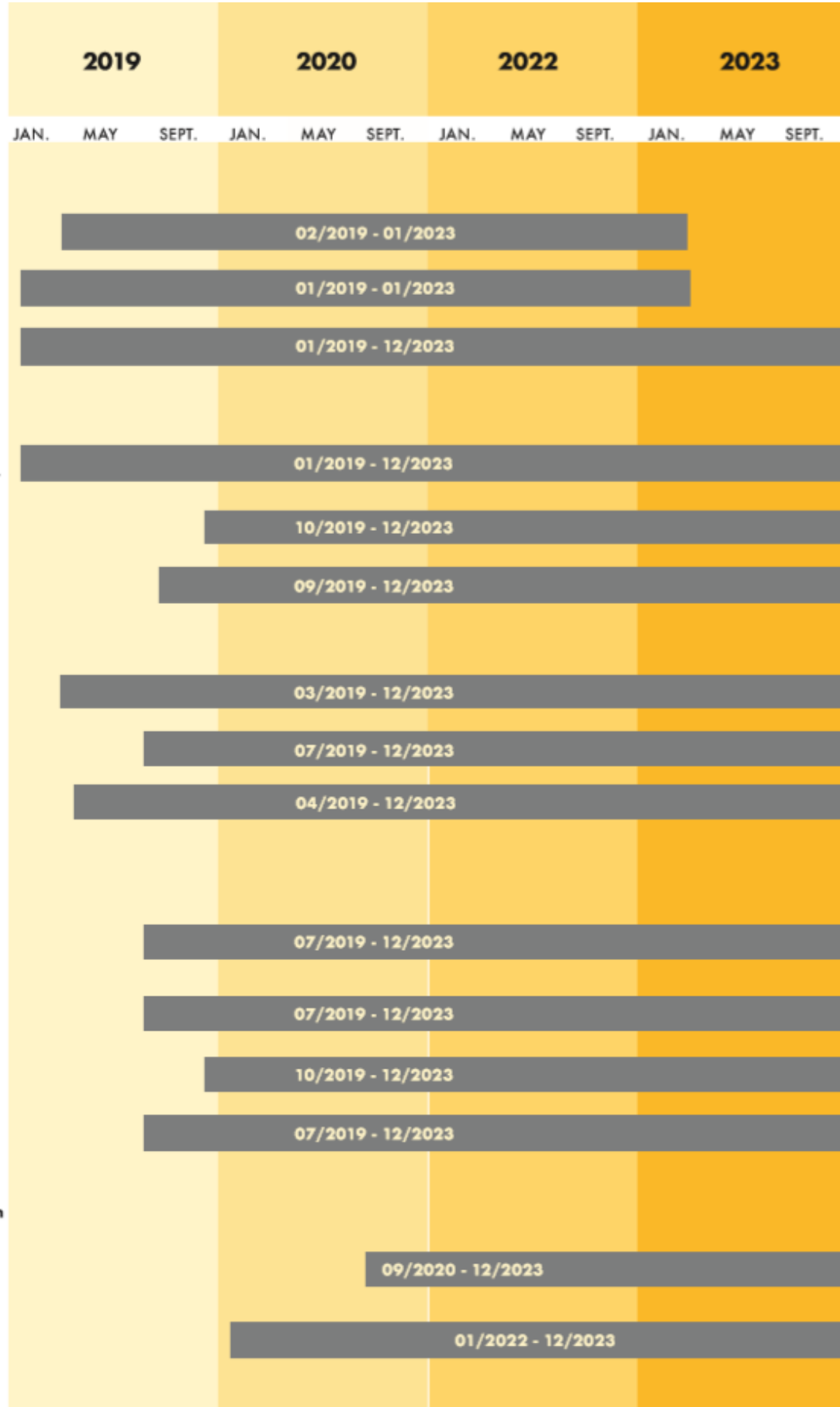
- Stratgey 3.1 Incentivize transportation partners to better coordinate services.
- Stratgey 3.2 Educate the public about available transportation services.
- Stratgey 3.3 Fund a mobility manager position serving CTD Region 9.

## FOCUS AREA 4 Transforming the perception of aging and wellness

- Stratgey 4.1 Identify and seek financial resources for health and wellness services.
- Stratgey 4.2 Expand CPAAA programming for wellness and prevention.
- Stratgey 4.3 Work with Senior Centers to expand health and wellness programming.
- Stratgey 4.4 Reframe aging by promoting successful aging and confronting ageism.

## FOCUS AREA 5 Chronic Illness and the Intersection of Mental Health and Aging

- Stratgey 5.1 Assess and address barriers to providing mental health services to older adults.
- Stratgey 5.2 Wide range of support for caregivers.





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Agency on Aging**

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