

# A Framework for System-wide Resource and Service Planning

Older Adult & Adults with Physical/Sensory  
Disabilities



# The Comprehensive Planning Initiative

- Builds upon the work already undertaken in establishing planning and reporting systems
- Creates a planning process for the overall needs of communities, rather than planning separately for services funded through each HS agency
- Obtains consensus for prioritization and selection of best practices



# Desired Outcomes of the Framework

- Improved needs identification and the determination of appropriate responses
- Consistent approach to service planning across the system
- Improved service delivery to meet the needs of older people, people with physical/sensory disability, and their families or care providers
- Efficient use of resources with improved service mix and equitable distribution of services within communities
- Improved coordination between services and more effective consultation processes that ensure the transparency and accountability of the planning process
- Improved partnerships with stakeholders and other county agencies



# The Comprehensive Budget Plan

- The Comprehensive Service Planning Framework arose from a need for a unifying planning, resource and budget process
  - Identify the fundamental objectives/activities of the services provided to older adults and people with physical/sensory disabilities and relate all program expenditures to these activities
- Create a process for the HS system and the Board to project long-term needs and to plan as a system to meet those needs
- Establish a system-wide performance measurement plan to evaluate effectiveness of programs and resources in delivering positive outcomes



# The Comprehensive Budget Plan

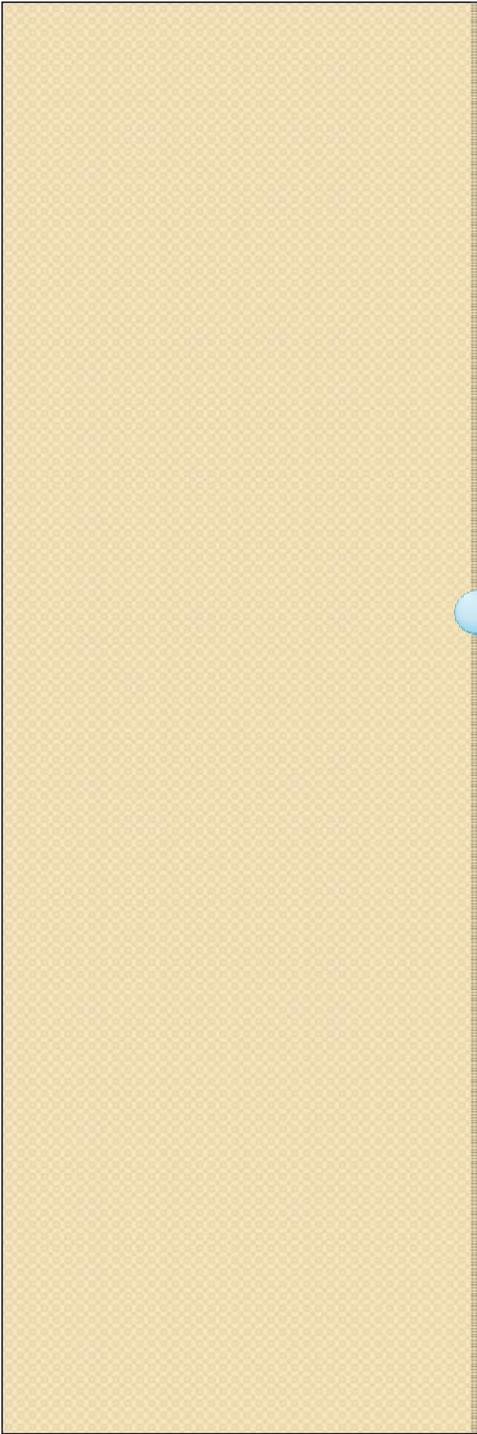
- Six Focus Areas of County Spending
  1. Older and Active Adults
  2. Older Adults In Need of Extra Help
  3. Vulnerable and Incapacitated Adults in Need of Protection
  4. Younger Adults With Physical and Sensory Disabilities
  5. Planning and Community Capacity Building and Engagement
  6. Transportation Supporting Older Adult Services



# The Consolidated Budget Document Will Include:

- Profile of current services and recipients
- Service delivery trends
- Analysis of unmet needs
- Current initiatives
- Future Strategies

The document will set the stage for a comprehensive cross-system planning, management and accountability framework.



Comprehensive Budget for Services to Older Adults and  
Adults with Physical/Sensory Disabilities

**County Spending on Services to  
Older Adults and Adults with  
Physical/Sensory Disabilities**

**Sample Summary Spreadsheet**

# Comprehensive Budget for Services to Older Adults and Adults with Disabilities

## Potential FY 2011 Budget Reductions by Focus Area

			Data							
Service Focus Area	Programs Primarily Used by Older Adults	Agency/Fund	FY 2009 Actual	FY 2010 Adopted Budget Plan	FY 2010 County Net Cost	FY 2010 Merit Posns	Proposed Expenditure Reductions	Positions	FY 2011 Projected Net w/Cuts	
1	Older Adults in Need of Extra Help	Adult Day Health Care	\$3,572,669	\$3,911,067	\$2,418,307	55	\$203,216	2.0	\$2,215,091	
2		Alzheimer's Family Day Center	\$300,000	\$300,000	\$300,000	0	\$0	0.0	\$300,000	
3		Caregiver Support	\$361,779	\$396,631	\$199,080	2	\$0	0.0	\$199,080	
4		Community-Based Social Services	\$1,422,082	\$1,392,696	\$623,110	15	\$0	0.0	\$623,110	
5		Congregate Meals	\$1,897,643	\$2,135,705	\$1,628,217	7	\$0	0.0	\$1,628,217	
6		Countywide Older Adults and Families Program - CSB Older Adult Program - MH Services	\$1,230,204	\$1,094,319	\$1,063,774	11	\$0	0.0	\$1,063,774	
7		Home-Delivered Meals	\$1,514,511	\$1,660,256	\$644,304	8	\$0	0.0	\$644,304	
8		Legal Services	\$46,608	\$46,608	\$46,608	16	\$0	0.0	\$46,608	
9		Lincolnia Center - Assisted Living	\$1,224,508	\$1,649,666	\$0	0	\$0	0.0	\$0	
10		Northern Virginia Healthcare Center/Birmingham Green Adult Care Residence	\$1,054,500	\$1,174,721	\$1,174,721	0	\$0	0.0	\$1,174,721	
11		Senior Plus Program	\$1,305,596	\$1,432,112	\$1,294,112	3	\$380,000	2.0	\$914,112	
12		Home Based Care/Fee for Service	\$1,960,797	\$3,280,575	\$2,546,051	0	\$421,706	0.0	\$2,124,345	
13		Adult Services/Care Coordination	\$259,335	\$282,782	\$0	2	\$0	0.0	\$0	
14		Adult Services/Care Coordination	\$3,841,199	\$3,163,216	\$2,428,691	43	\$50,000	0.0	\$2,378,691	
15	Adult Services/Care Coordination	\$717,518	\$799,812	\$460,713	9	\$0	0.0	\$460,713		
16	<b>Older Adults in Need of Extra Help Total</b>		<b>\$20,708,949</b>	<b>\$22,720,166</b>	<b>\$14,827,689</b>	<b>171</b>	<b>\$1,054,922</b>	<b>4.0</b>	<b>\$13,772,767</b>	
17	Older and Active Adults	Catholics for Housing	\$109,250	\$109,250	\$109,250	0	\$0	0.0	\$109,250	
18		Congregate Meals	\$677,178	\$762,131	\$581,033	8	\$98,000	0.0	\$483,033	
19		Korean Community Service Center	\$73,000	\$73,000	\$73,000	0	\$0	0.0	\$73,000	
20		Lewinsville Senior Residence	\$63,515	\$228,770	(\$3,725)	2	\$0	0.0	(\$3,725)	
21		Library Programs Primarily Used by Older Adults	\$295,207	\$265,016	\$265,016	0	\$0	0.0	\$265,016	
22		Lincolnia Center - Independent Living	\$603,116	\$812,522	(\$0)	7	\$0	0.0	(\$0)	
23		Little River Glen	\$1,448,194	\$1,408,280	\$0	7	\$0	0.0	\$0	
24		Senior Centers	\$1,783,814	\$1,936,796	\$1,462,195	24	\$44,000	1.0	\$1,418,195	
25		Senior Employment Services	\$30,000	\$30,000	\$30,000	0	\$0	0.0	\$30,000	
26	Senior Safety Programs	\$39,433	\$45,549	\$45,549	0	\$0	0.0	\$45,549		
27	<b>Older and Active Adults Total</b>		<b>\$5,122,707</b>	<b>\$5,671,314</b>	<b>\$2,562,317</b>	<b>48</b>	<b>\$142,000</b>	<b>1.0</b>	<b>\$2,420,317</b>	

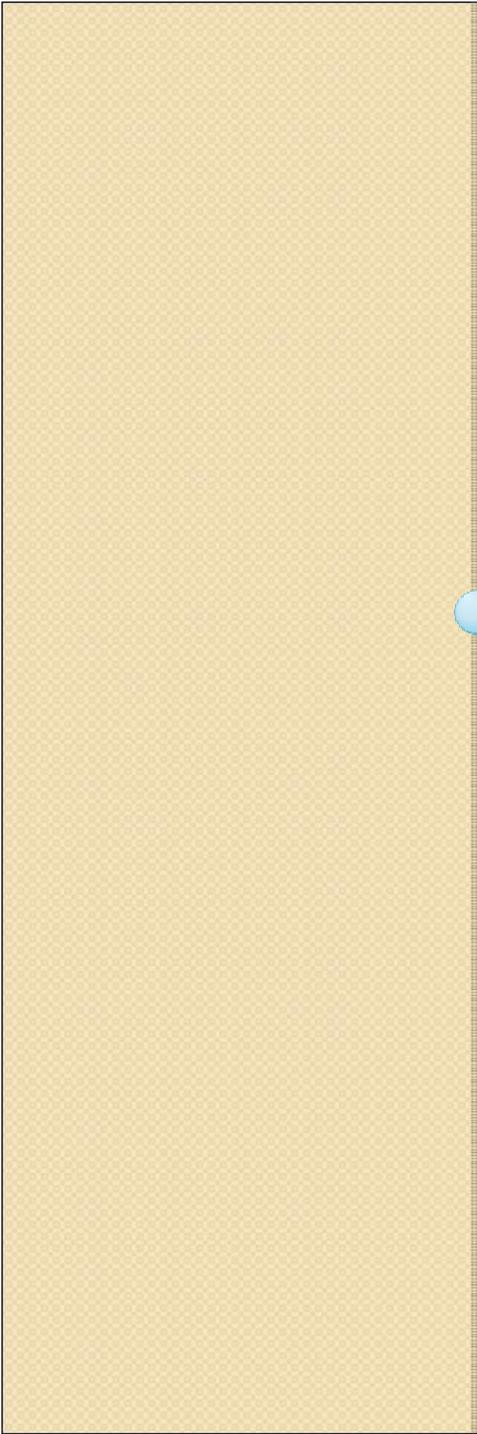
# Comprehensive Budget for Services to Older Adults and Adults with Disabilities

## Potential FY 2011 Budget Reductions by Focus Area

			Data							
Service Focus Area	Programs Primarily Used by Older Adults	Agency/Fund	FY 2009 Actual	FY 2010 Adopted Budget Plan	FY 2010 County Net Cost	FY 2010 Merit Posns	Proposed Expenditure Reductions	Positions	FY 2011 Projected Net w/Cuts	
28	Planning and Community Capacity Building and Engagement	AAA Planning	\$34,084	\$34,082	\$34,082	1	\$0	0.0	\$34,082	
29		DFS								
30		Fund 103	\$68,087	\$68,087	\$68,087	1	\$0	0.0	\$68,087	
31		Disability Services	DFS	\$68,087	\$68,087	\$68,087	1	\$0	0.0	\$68,087
32		Long-Term Care Development	Health	\$1,263,739	\$404,635	\$404,635	3	\$0	0.0	\$404,635
	Planning	Various	\$0	\$0	\$0	0	\$0	0.0	\$0	
	<b>Planning and Community Capacity Building and Engagement Total</b>		<b>\$1,433,997</b>	<b>\$574,891</b>	<b>\$574,891</b>	<b>6</b>	<b>\$0</b>	<b>0.0</b>	<b>\$574,891</b>	
33	Transportation	Seniors-On-the-Go!	DOT	\$417,668	\$181,249	\$112,510	3	\$0	0.0	\$112,510
34	<b>Transportation Total</b>		<b>\$417,668</b>	<b>\$181,249</b>	<b>\$112,510</b>	<b>3</b>	<b>\$0</b>	<b>0.0</b>	<b>\$112,510</b>	
35	Transportation Supporting Older Adult Services	FASTRAN Transportation Services for Dial-a-Ride and CMCP)	CRS	\$1,311,705	\$1,101,654	\$1,101,654	0	\$0	0.0	\$1,101,654
36		FASTRAN Transportation Services	DFS	\$3,569,278	\$3,654,242	\$3,654,242	1	\$0	0.0	\$3,654,242
37		MetroAccess	Fund 309	\$7,565,419	\$8,775,886	\$8,775,886	0	\$0	0.0	\$8,775,886
38	<b>Transportation Supporting Older Adult Services Total</b>		<b>\$12,446,402</b>	<b>\$13,531,782</b>	<b>\$13,531,782</b>	<b>1</b>	<b>\$0</b>	<b>0.0</b>	<b>\$13,531,782</b>	
39	Vulnerable and Incapacitated Adults in Need of Extra Protection	Adult Protective Services	DFS	\$1,377,138	\$1,451,081	\$1,131,081	25	\$0	0.0	\$1,131,081
40		Ombudsman	Fund 103	\$550,497	\$476,197	\$275,251	6	\$0	0.0	\$275,251
41	<b>Vulnerable and Incapacitated Adults in Need of Extra Protection Total</b>		<b>\$1,927,635</b>	<b>\$1,927,278</b>	<b>\$1,406,332</b>	<b>31</b>	<b>\$0</b>	<b>0.0</b>	<b>\$1,406,332</b>	
42	Younger Adults w/Physical & Sensory Disabilities	Alliance for the Physically Disabled	Fund 118, CCFP	\$50,000	\$50,000	\$50,000	0	\$0	0.0	\$50,000
43		Disability Services	DFS	\$1,939,240	\$765,982	\$758,488	2	\$0	0.0	\$758,488
44		Legal Services	DFS	\$7,371	\$7,371	\$7,371	3	\$0	0.0	\$7,371
45		National Rehabilitation & Rediscovery Foundation	Fund 118, CCFP	\$41,900	\$41,900	\$41,900	0	\$0	0.0	\$41,900
46										

**Comprehensive Budget for Services to Older Adults and Adults with Disabilities  
Potential FY 2011 Budget Reductions by Focus Area**

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Service Focus Area	Programs Primarily Used by Older Adults	Agency/Fund	FY 2009 Actual	FY 2010 Adopted Budget Plan	FY 2010 County Net Cost	FY 2010 Merit Posns	Proposed Expenditure Reductions	Positions	FY 2011 Projected Net w/Cuts	
47	Younger Adults w/Physical & Sensory Disabilities	Northern Virginia Healthcare Center/Birmingham Green Adult Care Residence	\$519,380	\$578,594	\$578,594	0	\$0	0.0	\$578,594	
48		Contributory								
49		SPARC	Fund 118, CCFP	\$80,000	\$80,000	\$80,000	0	\$0	0.0	\$80,000
50		Therapeutic Recreation	CRS	\$82,100	\$82,100	\$74,810	0	\$0	0.0	\$74,810
51		Home Based Care/Fee for Service	DFS	\$346,023	\$578,925	\$449,303	0	\$74,419	0.0	\$374,884
	Adult Services/Care Coordination	DFS	\$677,859	\$558,215	\$428,593	11	\$0	0.0	\$428,593	
52	<b>Younger Adults w/Physical &amp; Sensory Disabilities Total</b>		<b>\$3,743,873</b>	<b>\$2,743,087</b>	<b>\$2,469,059</b>	<b>16</b>	<b>\$74,419</b>	<b>0.0</b>	<b>\$2,394,640</b>	
53	(blank)	One Time Balance from Fund 103	(blank)				\$228,659	0.0		
54	<b>(blank) Total</b>						<b>\$228,659</b>	<b>0.0</b>		
55	<b>Grand Total</b>		<b>\$45,801,231</b>	<b>\$47,349,766</b>	<b>\$35,484,580</b>	<b>276</b>	<b>\$1,500,000</b>	<b>5.0</b>	<b>\$34,213,239</b>	



Comprehensive Budget for Services to Older Adults and  
Adults with Physical/Sensory Disabilities



**PROPOSED FY 2011  
BUDGET REDUCTIONS  
BY FOCUS AREA**

**Comprehensive Budget:Older Adults and Younger Adults With Disabilities - Summary of Budget Reductions**

Item No.	FY 2011 Reduction Candidate	Impact Summary	Reduction Type	Focus Area	County Position Reduction	Expenditure Reduction	Revenue Loss	Total Net General Fund Reduction
1	Senior Plus Program	Reduce the cost of providing Senior Plus program services through contract efficiencies and elimination of two program management positions (CCT Team).	Efficiency Reduction	Older Adults Needing Extra Help	2	\$380,000	\$0	\$380,000
2	Congregate Meals Budget Alignment	Reduction captures savings resulting from realignment of budget to actualize for current rate of meal provision (meals actually served) and cost containment achieved during renegotiation of meal contracts.	Efficiency Reduction	Older Adults Needing Extra Help and Older Active Adults	0	\$98,000		\$98,000
3	Home Based Care Budget Alignment	Reduction captures savings currently being realized from actual service provision of task based home care services at current caseload levels. No service reduction is anticipated as a result of this budget reduction.	Efficiency Reduction	Older Adults Needing Extra Help and Older Active Adults	0	\$121,125	\$0	\$121,125
4	Lincolnia Senior Program Center Scheduling/Monitoring Redesign	Eliminate one DHCD SYE assigned to after hours community use building scheduling and monitoring. This function would be replaced by implementing the volunteer buiding director initiative at this location. While this item may be viewed as a discrete reduction, it is also a component of an overall strategy to reorganize/revamp the overall service deleivery strategy at Lincolnia.	Efficiency Reduction	Older and Active Adults	1	\$44,000	0	\$44,000
5	OR Lincolnia Senior Program Center Day Programming Redesign Adult Day Health Care	<b>Further Analysis</b> - Re-organization and redesign of service provision in senior program (Adult Day Health, Senior+, and Senior Center) operations. Staff is currently exploring various strategies to consolidate management, staffing, operations and contracting of all senior day programming activities at the Lincolnia facility. Options being explored range from basic staff sharing between agencies within the current programmatic framework through exploration of contracting out and integrating all operations. This latter option may allow the piloting of full community based partnership operations of these programs which is a long term service delivery strategy being explored by the Older Adult Services work group. It may be necessary to phase in this strategy during FY 2011 and the identification of cost savings and benefits of this approach will require more time to develop. To acheive reduction targets, the reduction amount is predicated on the following alternative:  This reduction results in the elimination of 2/2.0 SYE Public Health Nurse II positions and reductions in Operating Expenses for a net savings of \$203,216. This reduction is managed as a result of two major cost saving initiatives implemented in FY 2010. The first initiative was to pilot the sharing of one Center Nurse between two centers. This pilot program was implemented in four centers and resulted in the reduction in the amount of face to face interaction with participants and caregivers, but no significant impact to the quality of the service provided. The standard of care has not been impacted, there has been no negative feedback from caregivers or participants, and licensing inspections have continued to be positive. The second initiative resulted in a 50 percent reduction in the Adult Day Health Care (ADHC) daily activities budget including managed reductions in clinical and therapeutic supplies and other Operating Expenses. Through the resourcefulness of the Recreation Therapists and increased sharing of activity ideas between centers, quality programming has been maintained without any negative feedback from participants or their caregivers.	Efficiency Reduction					TBD
				Older Adults Needing Extra Help	2	\$203,216	\$0	\$203,216
6	Consolidate and Reduce Planning Function for Long Term Care and Older Adult Services	<b>Further Analysis</b> - Conduct further analysis to determine if consolidation and integration of staff involved in planning, capacity building, and community engagement activities for Older Adults would yield efficiencies (to include elimination of one planner) and better system-wide planning for older adults.	Efficiency Reduction	Planning, capacity building and community engagement			\$0	\$0
7	Reduce Service Options for Indigent Burial Services	Reduces service options currently available for indigent burial services to mandated levels.	Service Reduction	Older Adults Needing Extra Help	0	\$50,000	\$0	\$50,000
8	Reduce Home Based Care Service Levels	Reduce home based care expenditures by capping maximum number of tasks provided to each client to reduce cost per client. This reduction approach would maximize the number served, reduce risks of waiting lists <u>but would curtail services individuals would receive.</u> DFS estimates that as long as overall caseloads stay at current levels, this reduction can be phase in with new client enrollements and therefore will not require curtailment of services for existing clients.	Service Reduction	Older Adults Needing Extra Help and Younger adults With Physical and Sensory Disabilities	0	\$375,000	\$0	\$375,000
					5	\$1,271,341	\$0	\$1,271,341
				Apply One time Balance from Fund 103, Aging				\$228,659
							Total	\$1,500,000