



**Union-Snyder Agency on Aging, Inc.**

**FOUR YEAR PLAN**

**October 1, 2020 – September 30, 2024**

Holly Kyle, Executive Director  
Union-Snyder Agency on Aging, Inc.  
116 North 2<sup>nd</sup> Street  
Lewisburg, PA 179378  
570-524-2100

[www.usaaa17.org](http://www.usaaa17.org)

# Union-Snyder Agency on Aging, Inc.

## Four-Year-Plan

2020-2024

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### AREA PLAN PART A

#### EXECUTIVE SUMMARY:

The mission of the Union-Snyder Agency on Aging, Inc. (U/SAA) is to help older adults within Union and Snyder Counties to live independent, meaningful, and dignified lives in their own homes and communities, make informed decisions regarding their care, and stay active and productive for as long as possible. This 2020-2024 U/SAA Four-Year-Plan has been created to provide realistic and achievable goals, objectives, strategies and measures that will not only work to provide critical services in the most cost effective and efficient ways possible, but to also provide services in a way that they are meaningful and practical for the consumers that we serve. U/SAA has developed this plan based specifically on the data and demographic information relevant to our target population, the service needs identified by the 2020 Needs Assessment Survey conducted in our counties, and those areas of focus that parallel with the Pennsylvania State Area Plan.

#### AGENCY OVERVIEW:

##### ORGANIZATIONAL STRUCTURE:

The Union-Snyder Agency on Aging, Inc. (U/SAA) has been offering a comprehensive range of services to our older county residents for more than 45-years. U/SAA was established in 1974 as a two county public agency under the sponsorship of the two Boards of Commissioners. In 2004, the agency became a private not-for-profit agency whose purpose is to develop, implement, maintain and promote a comprehensive service system for older individuals within the two counties. U/SAA currently has a combination of 36 full-time and part-time employees and a Board of Directors which consists of 15 members.

Since the last U/SAA 4-year-plan was written there have been large programmatic changes with the return of Ombudsman services falling directly under our AAA umbrella and the undertaking of PCC (Person Centered Counseling), as well as the initiation and then eventual discontinuation of entering into contractual relationships with MLTSS for the CHC and Aging Waiver programs.

Though these changes resulted in some internal restructuring in regard to staffing, the agency has continued to serve over 3,000 Union and Snyder County consumers each year. The consumers served by U/SAA cross all economic, social, and demographic stratas. Services are provided to all eligible seniors regardless of race, color, national origin, age, disability, sex, gender identity, religion, political beliefs, marital status, or income.

### **DEMOGRAPHICS:**

Both Snyder and Union counties show an increase in the 65+ population as well as the percent of those in poverty and without health insurance coverage. Additionally, with over 36% of households in Union and Snyder counties consisting of people aged 65+, many of whom are caring for grandchildren, the need for adequate outreach and services is critical. U/SAA serves consumers in a predominantly rural service area where transportation and access to medical and health services can be limited depending where a consumer lives. The following demographics reflect U/SAA service areas.

According to the United States Census Bureau, in 2014-2018, Snyder County, Pennsylvania had a total population of 40,466: 20,403 (50.4 percent) females and 20,063 (49.6 percent) males. The median age was 39.9 years. An estimated 21.1 percent of the population was under 18 years, 34.4 percent was 18 to 44 years, 26.8 percent was 45 to 64 years, and 17.8 percent was 65 years and older. Currently in Snyder County there are 3,662 males aged 60+, and 4,506 females aged 60+. Of the 14,716 households, 33.1 percent of all households have one or more people 65 years and over. 10.0 percent of people 65 years old and over are below the poverty level. 30.7 percent of those 65 and over reported having a disability. 756 grandparents lived with their grandchildren under 18 years old. Of those grandparents, 42.6 percent were responsible for the basic needs of their grandchildren. 9.8 percent of households received SNAP (the Supplemental Nutrition Assistance Program). 30.2 percent of households that received SNAP had one or more people 60 years and over. For people reporting one race alone, 96.5 percent were White; 1.0 percent were Black or African American; 0.0 percent were American Indian and Alaska Native; 0.7 percent were Asian; 0.0 percent were Native Hawaiian and Other Pacific Islander, and 0.6 percent were some other race. An estimated 1.2 percent reported two or more races. An estimated 2.2 percent of the people in Snyder County, Pennsylvania were Hispanic. An estimated 95.1 percent of the people in Snyder County, Pennsylvania were White non-Hispanic.

According to the United States Census Bureau, in 2014-2018, Union County, Pennsylvania had a total population of 45,114 – 20,312 (45.0 percent) females and 24,802 (55.0 percent) males. The median age was 39.4 years. An estimated 17.9 percent of the population was under 18 years, 39.0 percent was 18 to 44 years, 26.0 percent was 45 to 64 years, and 17.2 percent was 65 years and older. Currently in Union County there are 3,767 males aged 60+, and 4,650 females aged 60+. Of the 14,739 households in Union County, Pennsylvania 36.0 percent of all households have one or more people 65 years and over. 8.5 percent of people 65 years old and

over are below the poverty level, and 12.8 percent of those reported a disability. 625 grandparents lived with their grandchildren under 18 years old. Of those grandparents, 39.4 percent were responsible for the basic needs of their grandchildren. An estimated 51.1 percent of households that received SNAP had children under 18, and 43.0 percent of households that received SNAP had one or more people 60 years and over. For people reporting one race alone, 86.9 percent were White; 6.4 percent were Black or African American; 0.7 percent were American Indian and Alaska Native; 1.7 percent were Asian; 0.1 percent were Native Hawaiian and Other Pacific Islander, and 2.3 percent were some other race. An estimated 2.0 percent reported two or more races. An estimated 5.9 percent of the people in Union County, Pennsylvania were Hispanic. An estimated 84.2 percent of the people in Union County, Pennsylvania were White non-Hispanic.

### **LOCAL, POLITICAL and ECONOMIC CONDITIONS**

The median income of households in Snyder County, Pennsylvania was \$57,638. An estimated 4.6 percent of households had income below \$10,000 a year and 3.8 percent had income over \$200,000 or more. An estimated 34.7 percent of households received Social Security and an estimated 21.8 percent of households received retirement income other than Social Security. The average income from Social Security was \$20,366. The median income of households in Union County, Pennsylvania was \$56,026. An estimated 39.0 percent of households received Social Security and an estimated 24.6 percent of households received retirement income other than Social Security. The average income from Social Security was \$18,888.

According to the PA Department of State it shows that Union and Snyder counties are primarily politically conservative.

#### Republicans Union County:

- Age 55-64 – 2436
- Age 65-74 – 2128
- Age 75+ - 1849

#### Republicans Snyder County:

- Age 55-64 – 2919
- Age 65-74 – 2314
- Age 75+ - 1979

#### Democrats Union County:

- Age 55-64 – 1058
- Age 65-74 – 1110
- Age 75+ - 890

#### Democrats Snyder County:

- Age 55-64 – 872

- Age 65-74 – 926
- Age 75+ - 670

### **Needs Assessment Data**

During the month of May 2020, Needs Assessment Surveys were created in and conducted through the use of Survey Monkey and placed on the Agency web-site and Facebook page. The link to the survey was also emailed/distributed to various local providers and community partners, LINK, U/SAA staff, U/SAA Board members, and U/SAA Advisory Council. In addition, long-term care staff and senior center staff conducted telephone calls to current consumers to conduct the survey by telephone. Survey results were tallied at the end of June 2020 and reviewed by the Four-Year-Plan Committee in preparation for the Public Hearing and Advisory Council meeting held on 7/28/20. A portion of the Advisory Council meeting was dedicated to the explanation of the Four-Year-Plan process and requirements, in addition to review of the tallied survey results. Public Hearing and Advisory Council recommendations and suggestions for the Four-Year-Plan were noted in order to further develop the Plan. The Advisory Council agreed with areas of focus that U/SAA has incorporated into the Four-Year-Plan and agreed that concentrating on the highest rated responses to the needs surveys. All Goals, Objectives, and Strategies for the U/SAA Four-Year-Plan were derived not only from the results of survey information and Public Hearing/ Advisory Council input, but also in accordance with the Aging Program Directive requirements.

### **Resource Development**

The Union-Snyder Agency on Aging, Inc. is within close proximity to three large health care provider networks: Evangelical Community Hospital, Geisinger Medical Center, and Susquehanna Health. U/SAA holds a working relationship with each of these entities; however, in order to create a more cohesive system of care and support for older adults in Union and Snyder counties, developing a stronger connection with these resources will be integral to moving forward with the goals, plans, and strategies of this four-year-plan.

U/SAA is continuously and diligently monitoring its spending and use of supplies, evaluating staffing ratios, seeking/pursuing resource diversification, and re-evaluating/implementing best practices in order to provide quality and cost effective services to Union and Snyder County residents. These efforts also include seeking grants and other appropriate alternative monetary resources in order to offset costs so that program funding can be more focused to providing services to a higher number of consumers.

## **GOALS, OBJECTIVES, STRATEGIES, and PERFORMANCE MEASURES:**

**Goal 1: Protect Union and Snyder County older adults and ensure their safety and dignity by raising awareness of and responding effectively to incidences of abuse, injury, exploitation, violence and neglect**

**Objective 1.1: Lead or partner with others such as law enforcement, banks, and the local community action agency to train and educate community partners to respond to elder abuse, neglect, exploitation and abandonment.**

### **Strategies:**

- Increase community education on Protective Services through media outlets including the Source and River Valley Senior Provider Guide.
- Enhance participation with the Hoarding Task Force and STOP Task Force with Transitions of Central PA for both Union and Snyder Counties.
- Participate in National Night Out events across all of Union and Snyder County to increase Elder Abuse awareness.
- Expand outreach to civic and faith based organizations to educate them on Elder Abuse and Protective Services.

### **Performance Measures:**

- Number of publications/articles—Monthly
- Number of meetings—Monthly
- Number of events—Annually
- Number of presentations with evaluations/feedback--Quarterly

**Objective 1.2: Increase the effectiveness in investigations of elder abuse**

### **Strategies:**

- Increase ongoing training for all Protective services staff to include primary, back up and supervisors to address comprehensive investigations
- Provide real time training for staff on risk mitigation with an emphasis on consumer involvement and inclusion.

### **Performance Measures:**

- Weekly Department of Aging reports and annual monitoring—Quarterly
- Number of trainings and training evaluations—Quarterly

**Goal 2: Create and implement best practices by emphasizing a person-centered approach, facilitating efficient programming that embraces diversity and autonomy, and expanding outreach in order to strengthen services offered and provided to the Union and Snyder County aging population**

**Objective 2:1: Increase community and agency staff awareness and outreach in order to meet the unique needs of underserved aging populations, including but not limited to members of the LGBTQ and BIPOC communities.**

**Strategies:**

- Work with other community organizations to identify underserved aging populations, identify the unmet needs of those populations, and implement best practices
- Survey members of existing special interest groups from the community to identify unmet needs and focus programming toward those needs of the LGBTQ and BIPOC community
- Provide training to staff and aging partners on unique needs of aging subgroup populations.
- Continue use of Survey Monkey for consumer surveys in order to develop and enhance programs, increase outreach, and improve advocacy.

**Performance Measures:**

- Number of focus groups and identification of unmet needs—Semi-annually
- Number of surveys received and identification of unmet needs—Annual
- Number of trainings and improved awareness—Semi-annual
- Record/track/file Survey Monkey data/responses—Any time used
- Within two years have all U/S AA staff complete SAGE training and other appropriate inclusionary training

**Objective 2:2: Collaborate with community partners to promote culture of “no wrong door” approach to services.**

**Strategies:**

- Expand Person Centered Counseling (PCC) to eligible consumers seeking resources and services
- Provide consistent consumer contacts throughout the PCC program
- Educate community groups, civic and faith based organizations and the public on PA link resources, trainings and collaborative meetings

- Educate community groups, civic and faith based organizations and the public on 211 and its availability in Union & Snyder County.

**Performance Measures:**

- 25% increase of PCC persons served over the next 4 years
- 20% increase of PCC consumer contacts over next 4 years
- 4 new community PA LINK partners per year
- Track number of new calls to the 211 North East call center for information--Annual

**Objective 2:3: Expand the ability to reach older adults by improving outreach efforts to Union and Snyder County**

**Strategies:**

- Maintain routine updates and maintenance of the U/SAA Website and Facebook page and utilize current technology to reach family/caregivers, younger seniors, seniors who have internet/technology access, i.e.: Facebook, Agency web-site, ZOOM for presentations that are not HIPAA prohibitive, etc.
- Continue to attend health fairs, provide presentations and participate with other new or ongoing networking events and opportunities.
- Distribute Agency information regarding services and volunteer opportunities with local Universities, Life Long Learning groups, civic organizations, and churches.
- Continue to create and distribute The Source (agency newsletter/newspaper), and routinely submit agency information to local newspapers/radio/media outlets.

**Performance Measures:**

- Number of presentations regarding agency services—at least 4 per year
- Monthly distribution of the Source
- Track use of U/SAA website/Facebook pages—Monthly

**Goal 3: Establish and enhance efforts to support healthy living, active engagement, and a sense of community for Union and Snyder County residents.**

**Objective 3:1: Expand the availability and use of programs that reduce social isolation.**

**Strategies:**

- Educate the planning and service area on the definition of social isolation to enable consumers to be able to self-identify



- Create a menu of service options for consumers to be able to choose from to aid in reducing isolation.
- Evaluate the appropriateness and feasibility of a telephone reassurance program
- Promote senior center services

**Performance Measures:**

- Have a telephone reassurance program established, if deemed feasible, within the next 4 years
- Host or participate in the hosting/promotion of a social isolation presentation—Annually
- Have a menu of services options related to social isolation on the Agency web-site—4 years
- Track number of new senior center members with a goal of an overall increase-- Annually

**Objective 3:2: Enhance the availability of evidence-based health promotion and disease prevention services and resources, including health insurance and prescription resources**

**Strategies:**

- Expand evidence-based health promotion programs to new community locations in Union and Snyder Counties
- Offer evidence-based health promotion programs at non-traditional times (evenings, weekends) and via virtual format as permitted by program developers.
- Promote ongoing education, preventive screenings, and flu vaccine clinics at Senior Centers
- Expand the emphasis to refer consumers to APPRISE for assistance with benefits/eligibility reviews and prescription assistance programs which will include additional marketing to reach a broader audience

**Performance Measures:**

- Complete Health and Wellness reports—Annually
- Provide or promote at least one non-traditional EBP event per year
- Track number of APPRISE consumers served--Quarterly

**Objective 3:3: Develop a more Dementia – friendly planning and service area**

**Strategies:**

- Identify small communities throughout Union and Snyder counties to become more dementia-friendly using the Dementia Friendly America model.

- Work with Dementia Friends PA and PA Link to ADRO to identify and train several Dementia Champions who can then host Dementia Friends Training Sessions in above-identified communities.
- Collaborate with civic groups, local businesses, and stakeholders to educate and provide resources for dementia support.
- Promote local dementia support groups for families and caregivers.
- Provide training to staff and aging partners on unique needs of consumers diagnosed with dementia, especially those under 60 and/or with an intellectual disability.

**Performance Measures:**

- Within two years, develop and provide leadership to at least one community within each county to be more dementia friendly.
- Within four years, work to expand the dementia-friendly communities or identify two additional communities.
- Maintain at least 5 engaged Dementia Friend Champions to provide information sessions and educational opportunities to any individual or organization within the service area.
- Within four years, develop at least one signature dementia initiative in the service area (i.e. Purple Reservations, Multi-Generational Programming, Memory Café, Dementia-Friendly Business program)
- Over the next four years, have a fully-developed “resource bureau” of local dementia support groups and support services available to consumers online or by mail.
- Work with PA Link to ADRO to coordinate staff training sessions annually on topics related to dementia.

**Objective 3:4: Ensure U/S AA and the wider community make their best efforts to address and learn from the COVID-19 pandemic.**

**Strategies:**

- Maintain collaborative relationships with disaster related organizations such as the Unite Way, 211, Community Action, etc.
- Assess U/S AA’s and the wider communities success in addressing the pandemic through surveys of consumers, families, related organizations, and staff
- Co-host a virtual seminar to review the results and set goals for further research and collaboration
- Maintain current information and resources on the U/S AA website.

### **Performance Measures:**

- Surveys completed, tallied and shared
- Virtual event designed and help to review results and set goals
- U/S AA website pandemic information updated regularly

### **Goal 4: Implement data processes, outcome measures, and program initiatives in order to improve advocacy and services for older adults.**

**Objective 4.1: Ensure that data captured in SAMS and Ombudsmanager is accurate, shows real-time case and program activity, and is compliant with current PDA policies.**

### **Strategies:**

- Maximize use of KeyHIE in order to increase accuracy of consumer information
- Utilize the already installed and operating systems of Co-Pilot for Senior Centers and Co-Pilot 21 for OPTIONS programs to assess programming, service order/delivery accuracy, and maximize productivity from staff.
- Ensure timely documentation of Ombudsman cases and program activities so that consumers are properly managed, cases are properly investigated, and that accurate data is provided to the State Office.

### **Performance Measures:**

- Track SAMS and Co-pilot and other data reports (i.e.: variance reports)—Quarterly and Monthly as applicable to each to ensure the data integrity and to look at trends in services either positive or negative.
- Attend KeyHIE meetings to collaborate re: optimal use of the system—Annually
- Track Ombudsman cases and activity in OmbudsManager to look for trends both positive and negative to aid in program development --Monthly

**Objective 4.2: Ensure excellence in service delivery through use of data to assess the outcomes, quality, and value of the services provided**

### **Strategies:**

- Lead/partner with the Outcomes Committee (a collaboration group of other AAA's focused on outcomes and quality assurance) in order to learn and implement best practices for quality outcomes
- Participate with KeyHIE meetings
- Conduct OPTIONS, senior center, and other appropriate satisfaction surveys

- Conduct on-site contract monitoring of OPTIONS/personal care providers

**Performance Measures:**

- Attend Outcomes Committee meetings—Quarterly
- Annual contract monitoring reports to determine compliance/non-compliance of OPTIONS providers
- KeyHIE reports to insure that services being delivered are necessary and meaningful in the service provision to consumers and not duplicative.
- Annual survey reports to ensure that consumer satisfaction is being met with services and to aid in determining where improvement is needed or where performance is adequate