

2024-2028 Local Area Plan

Union-Snyder Agency on Aging, Inc.

PSA #17

Union and Snyder

October 1, 2024, through September 30, 2028



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

Holly Kyle
Executive Director

Table of Contents

Executive Summary.....	3
Introduction	3
Community Outreach & Needs Assessment.....	3
5 Goals.....	3
Agency Overview	5
Mission Statement, Vision, and Values.....	5
Description of the AAA.....	5
PSA Demographics	5
Community Outreach & Needs Assessment.....	6
Quality Management	8
Goals, Objectives, Strategies, and Outcome Measures.....	9
Goals	9
Objectives & Strategies.....	9
Outcome Measures.....	12
Appendix 1: Assurances	17
Appendix [N]:[Additional Appendices].....	Error! Bookmark not defined.

Executive Summary

Introduction

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 2024-2028 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 during the Aging Our Way, PA Listening Sessions held in the Fall of 2023; those areas of focus that parallel with the Pennsylvania State Area Plan and those identified by the Administration for Community Living (ACL).

The Agency would be remiss if its plan focused solely on the most attainable services. While there are specific needs beyond the Agency's immediate capacity, we will actively advocate for transportation, affordable housing, and access to health care, which are essential for creating equitable and inclusive communities.

Affordable, efficient transportation systems are vital, connecting people to various settings, including healthcare services, which can help combat isolation and support healthy aging. Similarly, affordable housing ensures that everyone, regardless of their income, has a safe and stable place to call home, which in turn contributes to stronger neighborhoods and enhances quality of life. Access to healthcare, a fundamental human right, provides individuals with the services necessary to maintain health and lead productive lives.

By championing these critical aspects, we are committed to fostering a society where everyone has the resources and opportunities to thrive. The Agency's advocacy extends beyond immediate capabilities, emphasizing the importance of these foundational services in achieving a truly inclusive and just community.

Community Outreach & Needs Assessment

In developing the 2024 -2028 plan, the Union-Snyder Agency on Aging, Inc. utilized the information gathered during the listening sessions held across the planning and service area. There was a total of eight listening sessions, including meetings with the Advisory Council and the Foster Grandparent Volunteers. In all, 140 unduplicated individuals were reached.

The common themes across the listening sessions included better public transportation, access to affordable housing, availability of in-home services, better access to healthcare (especially PCP's and specialists) and broadband.

5 Goals

From these common themes we arrived at the following goals that will guide us through the next four years. The strategies we have created to meet these goals will provide the direction necessary to be successful.

1. Engage with the local community to raise public awareness of services needed and available to older adults to support the demanding challenges they face daily to help them live with dignity.
2. Expand the provision and facilitation of in-person programs in order to address the social isolation and loneliness needs of all older adults as it relates to ongoing effects of COVID-19 post-pandemic.
3. Ensure equity for older adults residing in Union and Snyder Counties with the greatest social need by providing easier access to services/events both community based, and Agency based and ensure that what is offered is diverse and inclusive to all.
4. Expand access to home and community-based services to ensure that older adults can age in place.
5. Grow and develop Caregiver Support services to reduce caregiver burnout resulting in premature placement and or reliance on other more costly services.

Agency Overview

Mission Statement, Vision, and Values

Mission Statement:

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.

Vision: Our vision is to develop a comprehensive 4-year plan that envisions attainable goals, objectives, and strategies aimed at delivering essential services with optimal cost-effectiveness and efficiency. We are committed to ensuring that these services are not only accessible but also resonate deeply with the needs and preferences of the individuals we serve, fostering practical and meaningful connections within our planning and service area.

Values:

- Diversity and inclusion strengthen us.
- Innovation drives us.
- We are passionate about the customer experience. We lead strategically to meet future needs.
- We listen and effectively communicate with consumers and partners.
- We act with integrity.
- We value our workforce.
- Partnership and collaboration enhance our capacity.
- We hold ourselves and partners accountable for results.
- We manage resources entrusted to us responsibly.

PSA Demographics

Description of the AAA

The Union-Snyder Area Agency on Aging began in June of 1974 as a two-county public agency under the direct control of the Union and Snyder County Boards of Commissioners. In September of 2003, the two Boards of Commissioners petitioned the Pennsylvania Department of Aging to re-designate the public AAA to a private, not-for-profit corporation. The reasons for this request were to expand community involvement and to allow the agency to access additional funding sources. In March of 2004, after two public hearings and other fact-finding efforts, the Secretary of Aging approved the request. Beginning July 1, 2004, the Agency became one of 17 private, not-for-profit Area Agencies on Aging in Pennsylvania operating as the Union-Snyder Agency on Aging, Inc.

Organizational Structure:

The Agency is administered by an Executive Director and management staff who are responsible for carrying out the policy and directives of the Board of Directors, Pennsylvania Department of Aging, Aging Well PA, and AmeriCorps Senior. For almost 50 years, the Agency has been offering an ever-expanding array of services to older adults and their families and is the trusted source for aging services in the two-county area. The Board of Directors consists of thirteen members, and currently employs 34

individuals. Each year the Agency serves over 2,000 residents of Union and Snyder Counties who are 60 years of age and older. The services the agency provides include Assessment, Care Management, Caregiver Support, Information and Referral, Home Delivered Meals, Senior Community Centers, Congregate Meals, Health and Wellness Programs, Ombudsman, Protective Services, Shared Ride Transportation and PA Medi Counseling.

Advisory Council:

The purpose of the Advisory Council for the agency is to act as an advocate for the needs and rights of persons age 60 and older in Union and Snyder Counties. The Council also provides a forum for older adults and other concerned individuals to participate in the development of programs and services that have a vital impact on their lives. Members of the council, of which there are currently 15, are approved by the Board of Directors. The Council meets quarterly and advises on the development and administration of the four-year plan as well as the annual Aging Block Grant budget.

Demographics:

Both Snyder and Union Counties show an increase in the 65+ population as well as the percentage of those in poverty and without health insurance coverage. Additionally, with over 37% 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 on where a consumer lives. The following demographics reflect U/SAA service areas.

According to the United States Census Bureau, in 2020, Snyder County, Pennsylvania had a total population of 39,736: 20,145 (50.7 percent) females and 19,591 (49.3 percent) males. The median age was 40.3 years. An estimated 21.6 percent of the population was under 18 years, 33.2 percent was 18 to 44 years, 25.8 percent was 45 to 64 years, and 19.4 percent was 65 years and older. Currently in Snyder County there are 4,843 males aged 60+, and 5,543 females aged 60+. According to the 2020 Census, there are 14,753 households, 36.5 percent of all households have one or more people 65 years and over. 8.9 percent of people 65 years old and over are below the poverty level. The most current census data estimates that 35.8 percent of those age 65 and over reported having a disability. 530 grandparents lived with their grandchildren under 18 years old. Of those grandparents, 46.6 percent were responsible for the basic needs of their grandchildren. 9.2 percent of households received SNAP (the Supplemental Nutrition Assistance Program). 49.8 percent of households that received SNAP had one or more people 60 years and over. For people reporting one race alone, 96.9 percent were White; 1.4 percent were Black or African American; 0.1 percent were American Indian and Alaska Native; 0.8 percent were Asian; 0.0 percent were Native Hawaiian and Other Pacific Islander, and 0.8 percent were some other race. An estimated 3 percent reported two or more races. An estimated 2.5 percent of the people in Snyder County, Pennsylvania were Hispanic. An estimated 93 percent of the people in Snyder County, Pennsylvania were White non-Hispanic.

According to the United States Census Bureau, in 2020, Union County, Pennsylvania had a total population of 42,681 – 20,058(47.0 percent) females and 22,623 (53.0 percent) males. The median age was 39.5 years. An estimated 18.7 percent of the population was under 18 years, 37.9 percent was 18 to 44 years, 24.6 percent was 45 to 64 years, and 18.8 percent was 65 years and older. Currently in Union County there are 4,886 males aged 60+, and 5,806 females aged 60+. Of the 14,523 households in

Union County, Pennsylvania 37.3 percent of all households have one or more people 65 years and over. 7.9 percent of people 65 years old and over are below the poverty level. The most current census data estimates that 34.4 percent of those aged 65 and over reported a disability. 366 grandparents lived with their grandchildren under 18 years old. Of those grandparents, 26.5 percent were responsible for the basic needs of their grandchildren. 10.7 percent of households received SNAP (the Supplemental Nutrition Assistance Program). An estimated 46 percent of households that received SNAP had one or more people 60 years and over. For people reporting one race alone, 90 percent were White; 6.3 percent were Black or African American; 0.2 percent were American Indian and Alaska Native; 2 percent were Asian; 0 percent were Native Hawaiian and Other Pacific Islander, and 1.5 percent were some other race. An estimated 4.4 percent reported two or more races. An estimated 4.7 percent of the people in Union County, Pennsylvania were Hispanic. An estimated 84.5 percent of the people in Union County, Pennsylvania were White non-Hispanic. ¹

Local Economic Conditions

The median income of households in Snyder County, Pennsylvania was \$65,914. An estimated 37.8 percent of households received Social Security and an estimated 26.2 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 \$64,914. An estimated 40.4 percent of households received Social Security and an estimated 26 percent of households received retirement income other than Social Security. The average income from Social Security was \$18,888.

Community Outreach & Needs Assessment

PDA, in partnership with the statewide network of Area Agencies on Aging (AAAs) and the Pennsylvania Association of Area Agencies on Aging (P4A), sponsored virtual and in-person Listening Sessions to gather more input from an individual or group either engaged with or affected by older adult and disability related services, programs, and infrastructures. Each listening sessions had a trained presenter and notetaker to take and share an accurate representation of each listening session. When creating the framework for these sessions and the trainings, PDA utilized the 8 domains of age friendly communities, created by the World Health Organization and adapted for the United States by AARP. The 8 domains include: (1) Health Services and Social Supports (2) Transportation (3) Housing (4) Communication and Information (5) Social Participation (6) Respect and Social Inclusion (7) Civic Participation and Employment and (8) Outdoor Spaces and Buildings. This holistic approach allowed a greater understanding of the older adults lives and their ability to age-in-community.

The notes taken at each/our listening session were sent to the PDA team for an analysis. Further analysis and synthesis of the data ultimately largely informed the 10-year strategic plan, Aging Our Way, PA. This data is also integral for the creation of both the local area plan on aging as well as the State 4 -year plan.

Additionally, PDA, through academic and community partners, including the University of Pittsburgh, issued a needs assessment to document the baseline for older adult and disability services, infrastructure, and programming and to identify clear gaps or barriers that need to be addressed by the plan. The needs assessment included a randomized, representative sample of older adults and older adults with disabilities to present a more objective understanding of perspectives and barriers related to

¹ U.S. Census Bureau

older adult quality of life. An additional version of the needs assessment survey was available to stakeholders to complete at their discretion. This survey was made publicly available in digital and printed forms and distributed to community partners and their networks to broaden the understanding of perceived barriers to older adults in accessing services and infrastructure. The specific local data was distributed to the AAAs for use in their local area plans on aging.²

Quality Management

The Agency organized a total of eight listening sessions, incorporating input from various stakeholders, including the Advisory Council Committee and Foster Grandparent volunteers. These sessions engaged a diverse group of over 140 individuals, ensuring representation from different perspectives and experiences.

In addition to in-person participation, the Agency employed alternative methods to facilitate broader engagement. Online surveys and mail-in options were made available, providing flexibility for those unable to attend sessions in person. These opportunities for remoted participation were actively promoted through the Agency's website, Facebook page, and in the Senior Source publication, which has a wide reach, spanning over 10,000 households across the planning and service area.

By leveraging multiple channels and outreach strategies, the Agency sought to maximize inclusivity and gather insight from a cross-section of the community. This comprehensive approach to soliciting feedback reflects a commitment to transparency, accessibility, and ensuring that diverse voices are heard in the planning and decision - making process.

The listening sessions highlighted recurring concerns across five key areas: transportation, access to healthcare, affordable housing, lack of direct care workers, and reliable broadband service.

Regarding transportation, participants emphasized the challenges faced by those without personal transportation options. Many expressed difficulty accessing the shared ride provider, citing the need for reservations far in advance and limited operating hours, especially on weekends and evenings. These limitations posed significant obstacles, particularly for individuals who are not fully retired and require transportation during non-standard hours.

Access to healthcare emerged as a pervasive issue in every session. Participants noted lengthy wait times to see primary care physicians (PCPs) and specialists, with waits averaging around three months and six months, respectively. Additionally, the proximity of healthcare services posed challenges, with the nearest facilities often located considerable distances away. For those in need of long-term care, the absence of local nursing homes and personal care homes necessitated relocation, further exacerbating the strain on rural communities. Automated call centers and lack of direct communication channels with healthcare providers compounded these difficulties, hindering access to essential services.

Affordable housing was identified as another pressing concern, with limited options and extended wait times ranging from three to four years. High property taxes and the substantial costs associated with home maintenance further exacerbated housing challenges. Moreover, the availability and affordability of contractors for home modifications was cited as additional barriers, impacting the accessibility of housing for older adults.

² Aging Our Way, PA Data Collection Process

The shortage of direct care workers emerged as a notable issue, highlighting the strain on healthcare and long-term care services in rural areas. Participants voiced concerns about the insufficient availability of trained professionals to meet the needs of an aging population.

Finally, discussions surrounding broadband access underscored the critical role in facilitating communication, telehealth services, and socialization. Participants expressed frustration over unreliable broadband services, which impeded access to essential resources and limited opportunities for remote healthcare and social engagement.

Overall, these listening sessions shed light on the multifaceted challenges faced by older adults residing in rural communities, emphasizing the need for targeted interventions to address transportation, healthcare, housing, workforce shortages, and broadband infrastructure deficiencies.

By aligning goals, objectives, strategies, and outcomes with the identified areas of concern raised during the listening sessions, we aim to address the pressing needs of our community and foster positive change for those we serve.

Goals, Objectives, Strategies, and Outcome Measures

Goals

Goal 1: To engage with the local community to raise public awareness of services needed and available to older adults to support the demanding challenges they face daily to help them live with dignity.

Goal 2: Expand the provision and facilitation of in-person programs in order to address the social isolation and loneliness needs of older adults as it relates to ongoing effects of COVID-19 post-pandemic

Goal 3: Ensure equity for older adults residing in Union and Snyder Counties with the greatest economic and social need by providing easier access to services/events both community based, and Agency based and ensure that what is offered is diverse and inclusive to all.

Goal 4: Expand access to HCBS to ensure that older adults can age in place.

Goal 5: Continue to grow and develop Caregiver Support Services

Objectives & Strategies

Goal 1: Goal 1: To engage with the local community to raise public awareness of services needed and available to older adults to support the demanding challenges they face daily to help them live with dignity.

- Objective 1.1: Provide educational training with community partners.
 - Train community partners on how to identify OA abuse, neglect, exploitation, and abandonment.
 - Provide training to aging partners on the unique needs of an aging population.
 - Objective 1.2: Increase access to information and referral services.
 - Streamlining referrals with community partners
 - Ease access for electronic based referral opportunities
-

-
- Collaborate with community partners to promote culture of “no wrong door” for services.
 - Objective 1.3: Develop a more Dementia friendly planning and service area
 - Collaborate with civic groups, local businesses, and community to educate and provide resources for dementia support.
 - Work with the Alzheimer’s Association of PA to provide training to families and caregivers on the unique needs of persons diagnosed with dementia or other related disorders, as well as those under the age of 60.
 - Collaborate with civic groups, local businesses, and stakeholders to promote the use of safe return programs including Project LifeSaver.
-

Goal 2: Expand the provision and facilitation of in-person programs in order to address the social isolation and loneliness needs of all older adults as it relates to ongoing effects of COVID-19 post-pandemic

- Objective 2.1: Increase Health and Wellness Program offerings in order to encourage and support healthy aging and reduce social isolation for older adults
 - Enter into partnership with the Greater Susquehanna Valley YMCA to offer increased locations and classes for Health and Wellness evidence-based programs
 - Add new Health and Wellness evidence-based programs to Health and Wellness Annual plans such as Tai Chi for Arthritis and/or Walk with Ease.
 - Ensure that Health and Wellness programs are regularly offered at all U/SAA senior centers in order to further promote and offer the centers as focal points in the community for health, wellness, education, and socialization
 - Objective 2.2: Increase advertising to promote programs that reduce social isolation
 - Promote and increase awareness of Foster Grandparent, Senior Center, and Health and Wellness programs via “Bring A Friend” events or similar type events
 - Utilize smart TV’s in senior centers to show local events, resources, and programs that are occurring in the service area
 - Continue partnership with The Standard Journal for publication in “The Source”, and other local newspapers/community organizations, regarding Foster Grandparent, Senior Center, and Health and Wellness events
 - Objective 2.3: Network with partner agencies to address barriers to social participation and health services
 - Partner with local health care providers for scheduled health services days for older adult at all senior centers, i.e.: blood pressure checks, blood sugar checks, depression screening, and vaccinations
 - Examine and implement options for virtual and/or hybrid program offerings for senior centers
 - Expand the Foster Grandparent Program to reach more volunteers, especially in underserved areas (Montour, Lycoming, and Mifflin Counties)
 - Ensure that PA MEDI information is provided to partner agencies and senior centers to assist older adults with accessing Medicare and prescription plan benefits they may be entitled to receive.
-

Goal 3: Ensure equity for older adults residing in Union and Snyder Counties with the greatest economic and social need by providing easier access to services/events both community based, and Agency based and ensure that what is offered is diverse and inclusive to all.

-
- Objective 3.1: Expand outreach to low-income minority older adults, those with limited English-speaking proficiency, and those living in the most rural areas of our counties.
 - Senior Center outreach in their community: advertising that appeals to non-white/non-straight older adults; Senior Center Manger outreach to local churches and libraries
 - Marketing blurbs in *The Source* and other publications (i.e. RVSP Guide, Daily Item, Agency Facebook page, etc.) that show diverse people
 - Programming inclusive for those that are hearing impaired; invest in assistive listening devices for each Center
 - Objective 3.2: Offer education and experiences that encourage and support cultural diversity through activities and services within Senior Centers and our communities.
 - Implement monthly shared meals focusing on diverse cuisines in Centers
 - Use of Smart TV to allow traveling to different countries, cities, museums, etc.
 - Downloading apps to existing iPads to encourage learning new cultures (i.e. Babble for learning new languages, National Geographic Education to learn about the world, Homes by Tiny bop, etc.)
 - Coordinate speaker sessions with older adults to visit schools to talk to students about their history, especially veterans and immigrants
 - Coordinate with local universities to teach a brief language class to interested senior center participants (may be just a one-time event offered per semester, depending on student availability)
 - Objective 3.3: Expand outreach to LGBTQ+ older adults and partner with local businesses and community organizations to offer LGBTQ+ specific programming
 - Connect with SUN Pride to have a table at the June Lewisburg Pride event
 - Partner with the Campus Theatre for LGBTQ+ specific films featuring older adults (Agency-sponsored)
-

Goal 4: Expand access to Home and Community Based Services (HCBS) to ensure that older adults can age in place.

- Objective 4.1: Strengthen partnerships with community service and healthcare providers.
 - Increase information education sessions with community partners
 - Increase representation of USAA, Inc. staff members on local committees, advisory boards, agency boards, etc.
 - Create a network with local physicians, hospitals, hospice providers, and healthcare providers to provide reciprocal training and education opportunities on topics such as agency services, wellness programs, and vaccine clinics that are available to seniors.
 - Objective 4.2: Reduce barriers to accessing home and community services
 - Promote USAA, Inc., services in rural areas by partnering with mobile healthcare units and implementing health and wellness screenings at senior centers.
 - Overcome language barriers by providing increased training to staff on Propio Language Services and by creating brochures and forms that are in Spanish.
 - Improve USAA, Inc., website to be Adaptive Digital compliant and responsive to the needs of those who use it – consumer, caregiver, provider, etc.
 - Objective 4.3: Increase a consumer's ability to maintain their independence at home.
 - Resume person centered counseling to address the unique needs of each individual consumer to help them to maintain their independence at home.
-

-
- Increase staff and consumer education programs through programs that focus on housing that help with home repairs and modifications through grants and loans.
 - Partner with local housing providers, landlords, and housing authorities to train staff on agency services and to further develop resources for older adults in housing crisis.
 - Apply for the Senior Companion Program funding to help address housekeeping needs of older adults. Investigate other possible resources to help with this need.
 - Objective 4.3 Increase community education about USAA, Inc., services through innovative programming and outreach strategies.
 - Plan an annual senior expo to highlight agency services
 - Continue to work with the Standard Journal to publish the *Senior Source* and create and “Ask the Agency” column for the Source, Union County Times, and Snyder County Times
 - Partner with the Susquehanna Valley Visitor’s Bureau, as an example to distribute agency information throughout Union and Snyder Counties.
 - Increase our digital presence through the use of online ads on social media.
-

Goal 5: Grow and develop Caregiver Support Services to reduce caregiver burnout resulting in premature placement and or reliance on other more costly services.

- Objective 5.1: Address the challenges for Caregiving Families to be able to afford services on the front end of a reimbursement program.
 - Survey existing consumers who screen appropriate for the caregiver support program to understand the barriers to participating in a reimbursement model of service.
 - Create the use of a voucher option for those consumers who are unable to afford the first month’s reimbursement for service thereby allowing them to save for the subsequent months’ services.
 - Objective 5.2: Work with health care providers and community partners to provide educational opportunities for caregivers.
 - Assess challenges for caregivers regarding the provision of care to their loved ones to be able to work with them on a person-centered care plan that would include targeted training to address caregiving needs.
 - Offer educational opportunities designed to provide information and support to families where and when they need it.
 - Objective 5.3: Expand caregiver support groups and or access to an existing group post COVID
 - Evaluate / survey the interest in a virtual support group option so that caregivers who are unable to leave their homes are able to access support.
 - Collaborate with community partners to establish a caregiver support group that is not disease or age specific with the emphasis being on supporting the caregiver.
-

Outcome Measures

Definition and description of outcome measures and target dates identified under each goal, objective, and strategy.

Goal 1: To engage with the local community to raise public awareness of services needed and available to older adults to support the demanding challenges they face daily to help them live with dignity.

Objective 1.1: Provide Educational trainings with community partners.		
Strategies	Performance Measure	Target Date
Train community partners on how to identify and report Older Adult abuse, neglect, exploitation, and abandonment.	Provide 4 educational trainings per year.	Annually
Provide information sessions with community partners on the services and support that the US/AA offers.	Offer semi-annual training	Ongoing
Objective 1.2: Increase access to information and referral services.		
Strategies	Performance Measure	Target Date
Streamlining referrals with community partners	Number of referrals taken per year.	2024 and Annually
Ease access for electronic based referral opportunities	Number of electronic referrals per year.	2024 and Annually
Collaborate with community partners to promote culture of <i>no wrong door</i> for services.	Number of referrals made per year.	2024 and Annually
Objective 1.3: Develop a more Dementia friendly planning and service area.		
Strategies	Performance Measure	Target Date
Collaborate with civic groups, local businesses, and community to educate and provide resources for dementia support.	Number of educational meetings per year.	2024 and Annually
Work with the Alzheimer's Association of PA to provide training to families and caregivers on the unique needs of persons diagnosed with dementia or other related disorders, as well as those under the age of 60.	Number of families served.	2025 and Annually
Collaborate with civic groups, local businesses, and stakeholders to promote the use of safe return programs including Project LifeSaver.	Increase the availability or use of units by 3	2028

Goal 2: Expand the provision and facilitation of in-person programs in order to address the social isolation and loneliness needs of all older adult as it relates to ongoing effects of COVID-19 post-pandemic		
Objective 2.1: Increase Health and Wellness Program offerings in order to encourage and support healthy aging and reduce social isolation for older adults		
Strategies	Performance Measure	Target Date
Enter into partnership with the Greater Susquehanna Valley YMCA to offer increased locations and classes for Health and Wellness evidence-based programs	Contract records and Copilot/SAMS reports	April/May 2024 and ongoing
Add new Health and Wellness evidence-based programs to Health and Wellness Annual plans such as Tai Chi for Arthritis and/or Walk with Ease.	H&W Annual plan records and SAMS reports	2024 and annual/ongoing
Ensure that Health and Wellness programs are regularly offered at all U/SAA senior centers in order to further	Copilot and SAMS reports	2024 and Ongoing

promote and offer the centers as focal points in the community for health, wellness, education, and socialization		
Objective 2.2: Increase advertising to promote programs that reduce social isolation		
Strategies	Performance Measure	Target Date
Promote and increase awareness of Foster Grandparent, Senior Center, and Health and Wellness programs via “Bring A Friend” events or similar type events	Copilot, H&W, and FGP tracking/reports	2024 and Ongoing
Utilize smart TVs in senior centers to show local events, resources, and programs are occurring in the service area	Copilot reports	2024 and Ongoing
Continue partnership with The Standard Journal for publication in “The Source”, and other local newspapers/community organizations, regarding Foster Grandparent, Senior Center, and Health and Wellness events	Fiscal tracking of advertising	2024 and Ongoing
Objective 2.3: Network with partner agencies to address barriers to social participation and health services		
Strategies	Performance Measure	Target Date
Partner with local health providers for scheduled health services days for older adults at all senior centers, i.e.: blood pressure checks, blood sugar checks, depression screening, and vaccinations	Copilot reports	2024 and ongoing
Examine and implement options for virtual and/or hybrid program offerings for senior centers	Copilot reports	2025 and ongoing
Expand the Foster Grandparent Program to reach more volunteers, especially in underserved areas (Montour, Lycoming, and Mifflin Counties)	FGP reports	2024 and ongoing
Ensure that PA MEDI information is provided to partner agencies and senior centers to assist older adults with accessing Medicare and prescription plan benefits they may be entitled to receive	PA MEDI outreach reports/tracking	2024 and ongoing

Goal 3: Ensure equity for older adults residing in Union and Snyder Counties with the greatest economic and social need by providing easier access to services/events both community based, and Agency based and ensure that what is offered is diverse and inclusive to all.		
Objective 3.1: Expand outreach to low-income minority older adults, those with limited English-speaking proficiency, and those living in the most rural areas of our counties.		
Strategies	Performance Measure	Target Date
Senior Center outreach in their community: advertising that appeals to non-white/non-straight older adults; Senior Center Manager outreach to local churches and libraries	Increase in participant attendance in Senior Centers	December 2027

Marketing blurbs in <i>The Source</i> and other publications (i.e. RVSP Guide, Daily Item, Agency Facebook page, etc.) that show diverse people	Increase in participant attendance in Senior Centers	December 2024
Programming inclusive for those hearing impaired; invest in assistive listening devices for each Center	Secure funding for one device per year until all 4 centers have at least one device	December 2028
Objective 3.2: Offer education and experiences that encourage and support cultural diversity through activities and services within Senior Centers and communities.		
Strategies	Performance Measure	Target Date
Implement monthly shared meals focusing on diverse cuisines in Centers	Increase in participant attendance in Senior Centers	December 2025
Smart TV traveling to different countries, cities, museums, etc.	Increase in participant attendance in Senior Centers & positive feedback	December 2025
Applying apps to iPads to encourage learning new cultures (i.e. Babble for learning new languages, National Geographic Education to learn about the world, Homes by Tiny bop, etc.)	Positive feedback from Senior Center participants	December 2026
Coordinate speaker sessions with older adults to visit schools to talk to students about their history, especially veterans and immigrants	One event per year	December 2027
Coordinate with local universities to see if any of their language education students would be willing to come and teach a brief language class to interested senior center participants (may be just a one-time event offered per semester, depending on student availability)	One session per year	December 2028
Objective 3.3: Expand outreach to LGBTQ+ older adults and partner with local businesses and community organizations to offer LGBTQ+ specific programming		
Strategies	Performance Measure	Target Date
Connect with SUN Pride to table at the June Lewisburg Pride event	Attend event on June 1, 2024	June 2024 and Annually
Partner with the Campus Theatre for LGBTQ+ specific films featuring older adults (Agency-sponsored)	Total number of film attendance	December 2026 and Annually

Goal 4: Expand access to HCBS to ensure that older adults can age in place.		
Objective 4.1: Strengthen partnerships with community service and healthcare providers.		
Strategies	Performance Measure	Target Date
Increase information education sessions with community partners	Number of education sessions per year	2024 and ongoing
Increase representation of USAA, Inc. staff members on local committees, advisory boards, agency boards, etc.	Number of staff serving	2024 and ongoing

Create a network with local physicians, hospitals, hospice providers, and healthcare providers to provide reciprocal training and education opportunities on topics such as agency services, wellness programs, and vaccine clinics that are available to older adults.	Number of trainings for staff or number of partners involved in the network	2025 and ongoing
Objective 4.2: Reduce barriers to accessing home and community services.		
Strategies	Performance Measure	Target Date
Promote USAA, Inc., services in rural areas by partnering with mobile healthcare units and implementing health and wellness screenings at senior centers.	Number of mobile health sessions/health and wellness events	2025 and ongoing
Overcome language barriers by providing increased training to staff on Propio Language Services and by creating brochures and forms that are in Spanish.	Number of staff participating in training and number of forms created	2025
Improve USAA, Inc., website to be ADA compliant by working with a focus group of consumers.	Website traffic	2025 and ongoing
Objective 4.3: Increase a consumer's ability to maintain their independence at home.		
Strategies	Performance Measure	Target Date
Implement person centered counseling to address the unique needs of each individual consumer to help them maintain their independence at home.	Number of individuals receiving PCC	2024 and ongoing
Increase staff and consumer education programs through SEDA-COG and rural housing that help with home repairs and modifications through grants and loans.	Number of trainings and number of referrals	2025 and ongoing
Partner with local housing providers, landlords, and housing authorities to train staff on agency services and to further develop resources for older adults in housing crisis.	Number of educations sessions	2025 and ongoing
Apply for the Senior Companion Program funding to help address housekeeping needs of older adults. Investigate other possible resources to help with this need.	Number of volunteers enrolled/hours served	2024
Objective 4.4: Increase community education about USAA, Inc., services through innovative programming and outreach strategies.		
Strategies	Performance Measure	Target Date
Plan an annual senior expo to highlight agency services	Implementation of a senior expo	2025 and annually thereafter
Continue to publish the Source and create and "Ask the Agency" column for the Source, Union County Times, and Snyder County Times	Distribution numbers	ongoing
Partner with the Susquehanna Valley Visitor's Bureau to distribute agency information throughout Union and Snyder Counties.	Number of distribution sites	2024 and ongoing
Increase our digital presence on the Union & Snyder County government and municipal websites. And through the use of online ads on social media.	Number of potential consumers reached through ads and county websites	2024 and ongoing

Goal 5: Continue to grow and develop Caregiver Support Services to reduce caregiver burnout resulting in premature placement and or reliance on other more costly services.		
Objective 5.1: Address the inability for Caregiving Families to be able to afford services on the front end of a reimbursement program.		
Strategies	Performance Measure	Target Date
Survey existing consumers who screen appropriate for the caregiver support program to understand the barriers to participating in a reimbursement model of service.	Additional families served and or added to the program	June 2025 and ongoing thereafter
Create the use of a voucher option for those consumers who are unable to afford the first month's reimbursement for service.	Number of consumers enrolled in the program	June 2025 and ongoing thereafter
Objective 5.2: Work with health care providers and community partners to provide educational opportunities for caregivers.		
Strategies	Performance Measure	Target Date
Assess challenges for caregivers regarding the provision of care to their loved ones to be able to work with them on a person-centered care plan that would include targeted training to address caregiving needs.	Care Managers assessing needs when doing home visits	July 2024 Ongoing
Offer educational opportunities designed to provide information and support to families where and when they need it.	Number of educational sessions	July 2025
Objective 5.3: Expand caregiver support groups and or access to an existing group.		
Strategies	Performance Measure	Target Date
Evaluate / survey the interest in a virtual support group option so that caregivers who are unable to leave their homes are able to access support.	Care managers will assess during scheduled home visits. Survey in the Source and on Agency FB page.	July 2025
Resurrect the Caregiver Support Summit	Number of caregivers who attend	June 2025 and annually thereafter
Collaborate with community partners to establish a caregiver support group that is not disease or age specific.	Increase the availability by 25%	June 2028

Appendix 1: Assurances