



**CITY AND COUNTY OF SAN FRANCISCO**  
DEPARTMENT OF AGING & ADULT SERVICES

# YEAR IN REVIEW

## FY 2018-19



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## Letter from the Director

Dear friends and colleagues,

Older adults are the fastest growing age group in San Francisco, and there are over 90,000 people with disabilities living in our City. By 2030, almost 30% of our community will be comprised of older people and adults with disabilities. These trends lend urgency and importance to our work. It is imperative that the Department of Aging and Adult Services – as the primary City agency tasked with coordinating resources and supports for these populations – work strategically to promote a city where adults with disabilities, older people, and veterans are valued, engaged, and living with dignity.

I am pleased to share this Year in Review report, which highlights many of our achievements in FY 2018-19. In collaboration with community partners, we have established new services, including intergenerational activities that promote better understanding between age groups, and partnered with other City agencies to launch a senior and disability employment initiative. In the services provided directly by our department, we are establishing new structures in programs like Adult Protective Services and Public Conservator to better respond to specific and complex care needs of our consumers. We have worked closely across sectors and departments to develop and implement multi-year strategic plans to address equity concerns and promote a more age- and disability-friendly City. And we have enhanced our efforts to support a workforce that helps older people and those with disabilities live safely and with stability in the community.

I am thankful for the dedication and creativity of our staff and partners. I am proud of the work we have done together, and I am looking forward to all that we will achieve in the next year.

Thank you,

*Shireen McSpadden*



**Shireen McSpadden**  
**Executive Director**  
San Francisco Department of  
Aging and Adult Services



# Overview of the Department

Within the City and County of San Francisco, **the Department of Aging and Adult Services (DAAS)** is the government agency charged with **coordinating services for older adults, veterans, people with disabilities, and their families to maximize safety, health, and independence.** As the state-designated Area Agency on Aging for San Francisco, DAAS is responsible under the federal Older Americans Act to serve as the focal point for local aging concerns.

DAAS is located within the San Francisco Human Services Agency, which delivers a safety net of services and public benefits to promote wellbeing and independence. Each year, **DAAS serves over 60,000 unduplicated clients through its department programs and community partnerships.** With an overall budget of \$340 million in FY 2018-19, DAAS is supported by a staff of 370 employees and contracts with over 60 community-based organizations to deliver services.

San Francisco Department of Aging & Adult Services	
<b>VISION</b>	
San Francisco is a city where people with disabilities and older adults are valued, engaged, and living with dignity.	
<b>MISSION</b>	
The Department of Aging and Adult Services supports the wellbeing, safety and independence of adults with disabilities, older people, and veterans.	
<b>VALUES</b>	
<ul style="list-style-type: none"> <li>• Compassion</li> <li>• Inclusion</li> <li>• Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Equity</li> </ul>

**We provide programs both directly and through partnerships with community-based organizations, addressing a wide range of needs.** This service spectrum spans from **engagement and wellness services** that promote a healthy aging experience for active and independent community members, to services that **support stability in the community** and prevent unnecessary institutional care, to **crisis intervention services** for individuals requiring immediate assistance to mitigate exposure to risks, and reaches the level of **guardianship services** for those unable to manage their needs due to mental and cognitive challenges.



**Please read on to learn about our Department and some of our key achievements in FY 2018-19 that support older people and adults with disabilities to live safely and engage in our community.** These highlights are structured by the five underlying goals within the Department’s five-year strategic plan:

- **Goal 1:** Maintain a robust network of community-based services for older people and adults with disabilities
- **Goal 2:** Protect older people and adults with disabilities from abuse, neglect, and financial exploitation
- **Goal 3:** Provide and support consumer-centered programming to best address client needs
- **Goal 4:** Expand planning and evaluation efforts to ensure best use of resources and maximize client outcomes
- **Goal 5:** Support and develop an engaged professional workforce that is prepared to work with older people and adults with disabilities

## FY 2018-19 Highlights: By the Numbers

### Our Department



**\$340 million budget** for direct programs and community partnerships



**370 employees** working to administer and develop services



**62 community-based organizations** partnering to provide diverse services

### Our Programs



**26.6 million hours of home care** provided to **25,200 people with disabilities** through the In-Home Supportive Services program



**3,400 veterans and dependents** assisted in accessing benefits by the County Veterans Service Office



**7,000 reports of abuse and neglect** investigated by Adult Protective Services

### Our Partners



**2.2 million meals delivered to homes** and **1 million meals served** at community dining sites



**2,100 physical fitness fall prevention classes** offered at 21 sites



**11,800 hours of legal support** provided by five agencies



**105,000 hours of activities** provided at community center, including social and cultural events, art classes, educational workshops, and more

## Goal 1: Maintain a robust network of community-based services for older people and adults with disabilities

**WHY IT MATTERS:** People of all ages and abilities deserve to live in the community with dignity. Particularly when government partners with non-profit organizations, we can support people to successfully age in place and thrive in their chosen community.

### ►►► LAYING THE GROUNDWORK FOR A DISABILITY COMMUNITY CULTURAL CENTER

We have taken significant steps towards establishing a Disability Community Cultural Center. The 2018 Dignity Fund Community Needs Assessment highlighted that people with disabilities in San Francisco experience discrimination and other forms of ableism and that there is a lack of awareness and utilization of available resources. One way that we are acting to address this equity issue is by working with community members, service organizations, advocates, and other City departments to work to develop a center that provides **information about and access to disability programs and services**, as well as create space for people with disabilities to **come together, advance social and disability justice, and celebrate disability culture and pride**. Last year, we funded San Francisco State University's Paul K. Longmore Institute on Disability to research and convene a community stakeholder group to inform the scope and structure of this center.

### ►►► LAUNCHING THE WORK MATTERS EMPLOYMENT INITIATIVE

In 2018, we launched an effort led by our community partners to establish an **interconnected continuum of employment resources** to meet the diverse experiences and skill level of our City's older people and adults with disabilities seeking work. This initiative aims to **build and maintain momentum around senior and disability employment**, develop and expand employment resources for our populations, and build bridges across government programs, community-based services, and the private sector to instill an age- and disability-friendly lens across all avenues of the workforce.

With new annual funding of \$600,000 from City leadership, we have expanded capacity in the community-based ReServe program, which provides job readiness training and time-limited wage subsidies primarily in community-focused organizations, and begun piloting new resources within the Department of Human Services' successful JobsNOW! program, which has historically has focused on private sector employment support for CalWORKs and other public benefit recipients.



### ►►► ESTABLISHING NEW INTERGENERATIONAL SERVICES

Through the 2018 Dignity Fund Community Needs Assessment, we identified a demand for programming that creates opportunities for older adults and adults with disabilities to **socialize and build community with people of different ages and abilities**. In FY 2018-19, we began funding six community-based organizations to pilot intergenerational programs that facilitate social engagement and exchange between older people or adults with disabilities and individuals belonging to other generations. At least 475 older people and adults with disabilities will participate each year. In addition to the direct benefits of building new relationships and friendships, these programs also seek to **promote broader shifts in ageism and ableism on a community level through greater understanding between age groups**.

## Goal 2: Protect older people and adults with disabilities from abuse, neglect, and financial exploitation

**WHY IT MATTERS:** While older and disabled adults have a variety of strengths and most live independently in the community without assistance, some people benefit from services that help them to meet their basic needs and support them to maintain stability in the community. And for those experiencing a period of heightened risk related to their health, housing, or safety, immediate intervention can address critical issues and facilitate connection to needed resources.



### ▶▶▶ PROTECTING OLDER AND DISABLED ADULTS FROM FINANCIAL EXPLOITATION

We have expanded the Adult Protective Services (APS) program’s innovative Financial Abuse Virtual Unit (FAVU) to **improve our ability to handle complex financial exploitation cases**. Financial exploitation is the second most common type of perpetrated abuse and takes many forms, such as telemarketing scams, predatory lending, identity theft, or a family member taking advantage of a shared bank account. Launched as a small pilot in 2017, the FAVU team is now a focused team of eight staff that works in close collaboration with law enforcement and legal partners, such as the SF Police Department, District Attorney’s Office, and local civil attorneys. They have developed **specialized skills and abilities to keep clients safe and promote their ongoing stability** in the community. In 2018, the FAVU team fielded over 50 complex cases that accounted for cumulative client losses exceeding \$1.1 million, working to prevent further loss and support the criminal justice process.

### ▶▶▶ PREVENTING EVICTION AMONG HIGH-RISK, SELF-NEGLECTING OLDER PEOPLE AND ADULTS WITH DISABILITIES

In 2018, we applied for and secured a state grant for nearly \$775,000 to develop and pilot a new APS eviction prevention program, Home Safe. Over the next two years, in coordination with the City’s Department of Homelessness and Supportive Housing and our community partners, Home Safe will focus on **stabilizing low-income older and disabled adults who are at imminent risk of homelessness due to self-neglect**. Home Safe will provide an expanded suite of services, including intensive case management to support client decision-making and establish connection to services, purchase of goods/services (e.g., home modifications or heavy cleaning that support safety at home), and short-term housing assistance to help keep them safely housed in the community.

With an additional \$1.1 million in support from the Mayor’s Office, Home Safe will also provide assisted living placement to a limited number of clients with significant home and/or personal care needs so that they can remain living safely and independently in a community setting.

## Goal 3: Provide and support consumer-centered programming to best address client needs

**WHY IT MATTERS:** We serve our clients best when we see them as whole, multi-dimensional individuals. Older adults and people with disabilities have complex and varied needs, a wide range of preferences for what and how programs are offered, and diverse cultural backgrounds that shape their engagement with essential social services. Our efforts to take an integrated, holistic, and culturally-appropriate approach with our consumers allows us to move beyond providing them with any single service and instead offer connection to *all* the resources that may benefit them, tailored to meet their unique needs.

### ▶▶▶ CONDUCTING DEEP DIVES INTO EQUITY ISSUES

Building on the findings of the 2018 Dignity Fund Community Needs Assessment, we delved more deeply into the **needs of specific consumer populations to learn more about how they access services and to identify potential barriers that prevent them from using our services**. We conducted additional analysis of client needs and patterns in their utilization of existing DAAS services to better understand how we are serving:

- LGBTQ-identified older people and adults with disabilities;
- Older people and adults with disabilities from communities of color (disaggregated by race/ethnicity); and
- Informal or unpaid caregivers of older people and adults with disabilities.

Based on these supplementary analyses, we have identified areas to strengthen our resources and developed a number of strategies to improve our engagement of historically underserved populations, enhance culturally-appropriate service delivery to these unique consumers, and develop new programming to address their needs.

### ▶▶▶ SUPPORTING LGBTQ OLDER PEOPLE AND ADULTS WITH DISABILITIES

In March, we celebrated our **progress in making the City a more inclusive place of aging LGBTQ community members**. This year marked the five year anniversary of the LGBT Aging Policy Task Force's groundbreaking report that highlighted the unique challenges facing older LGBTQ adults and made specific recommendations to better support them to age within the community. As the lead Department tasked with facilitating this work, we were proud to announce that the City has made significant progress in 11 of the 13 recommendation areas, and we welcomed Task Force members and local leaders to celebrate the new City programs, services, and trainings that enable LGBTQ seniors to age with dignity within their homes and neighborhoods, adding to the vibrancy of San Francisco.

### ▶▶▶ DEVELOPING INNOVATIVE COMMUNITY-BASED CONSERVATORSHIP MODELS

We have continued our efforts to develop **robust innovative models for mental health conservatorship**. Last year, 56 individuals participated in our two community-based conservatorship programs (the Community Independence Participation Program and Post-Acute Conservatorship pilot). Utilizing a strengths-based approach and adhering to a wellness and recovery model, these programs **promote psychiatric stability for individuals with less intensive needs who can readily maintain stability when taking prescribed medication** but who have a demonstrated history of not adhering to their medication regimen. In close coordination with City agencies and the legal system, these models can offer an alternative to locked psychiatric facilities so that we can provide care in the safest, most appropriate, and least restrictive setting that will promote recovery and wellness.



## Goal 4: Expand planning and evaluation efforts to ensure best use of resources and maximize client outcomes

**WHY IT MATTERS:** Developing and utilizing program and population data, as well as coordinating with partners across the City in our planning and evaluation efforts, is pivotal to understanding the impact of our programs and ensuring that we optimize available resources. We work intentionally and collaboratively to identify unmet needs, craft and implement solutions, and evaluate systems.

### ▶▶▶ DEVELOPING A DIGNITY FUND SPENDING PLAN TO ADDRESS COMMUNITY NEEDS

A major project for us last year was developing the first ever Dignity Fund Service and Allocation Plan. This four-year plan outlines **how we will allocate our funding for community-based services** – an annual budget of \$83 million by FY 2022-23 – to support older people and adults with disabilities to safely live and engage in their communities. This includes our **ideas for \$12 million in new funding** that we will receive over the next four years, thanks to the Dignity Fund legislation passed by San Francisco voters in 2016. We worked closely with the Dignity Fund Oversight and Advisory Committee to develop a plan that advances key priorities and addresses equity issues identified in the 2018 Dignity Fund Community Needs Assessment. In this plan, we also developed strategies to streamline the contracting schedule for our community partners and ensure we are able to measure the impact of our services.

### ▶▶▶ FACILITATING THE AGE- AND DISABILITY-FRIENDLY SAN FRANCISCO EFFORT

Through the Age- and Disability-San Francisco (ADFSF) initiative, our City has joined nation- and worldwide networks led by the World Health Organization and AARP that **promote inclusive and accessible cities for people of all ages**. Including disability in our local effort, San Francisco is currently focused on implementing recommendations from the **ADFSF action plan crafted by a multi-departmental and community task force** in FY 2017-18.

Over the last year, DAAS has facilitated the ADFSF Workgroup efforts to advance policies and programs that support seniors and people with disabilities to live engaged and fulfilling lives, including:

- Piloting of a new ageism and ableism training for health care providers;
- Increasing crosswalk timing at key intersections; and
- Developing strategies to support the capacity of affordable assisted living in San Francisco.



### ▶▶▶ MEASURING IMPACT AND OUTCOMES IN ADULT PROTECTIVE SERVICES

In July 2018, APS launched a pilot of the Indicators, Services, and Outcomes (ISO) Matrix across all of the program's units. The ISO Matrix is a **new approach to data collection and reporting** that uses pre- and post-client risk assessments to help us identify the protective service interventions that produce the best outcomes for our clients. In collaboration with our partners at UCSF, Purdue University, and Napa County, we are using the ISO Matrix not only to improve our protective services, but also to **develop and share evidence-based best practices that lead to gains in client safety and quality of life**.

## Goal 5: Support and develop an engaged professional workforce that is prepared to work with older people and adults with disabilities

**WHY IT MATTERS:** Our workforce is the backbone of our services, and staff must have the knowledge, skills, and abilities necessary meet the diverse needs of older people and adults with disabilities. It is more important than ever before that our workforce, both within DAAS and in the San Francisco community, is prepared to meet the mounting demand for disability and aging services as the population ages.

### ▶▶▶ PROMOTING RACIAL EQUITY IN OUR WORKFORCE

Through the Human Services Agency’s partnership with the Government Alliance on Race and Equity (GARE), we have joined a national network of local and regional governments striving to **achieve racial equity by eliminating race-based outcome gaps and improving outcomes for people of all racial/ethnic backgrounds**. Over the past year, four DAAS staff members participated in a Racial Equity Work Group to conduct research and develop 24 recommendations for HSA to promote racial equity in our workforce, in particular, addressing issues like hiring, leadership development and professional advancement, and organizational culture. An even greater number of DAAS staff participated in Agency-wide focus groups to share their experiences and perspectives on these issues, helping to inform HSA’s course of action in the coming years to promote racial equity. Our leadership and staff at every level are **building capacity to use a racial equity framework to improve conditions for our workforce and outcomes for our clients**, and to expand opportunities for staff engagement in this work moving forward.

### ▶▶▶ IMPLEMENTING MOBILE WORK TO SUPPORT EFFICIENCY AND JOB SATISFACTION

We are rolling out mobile work within our direct service programs to **provide staff the flexibility they need to do their fieldwork effectively and efficiently, thereby improving our clients’ outcomes and our employees’ satisfaction** at work. Already implemented in APS and IHSS, mobile work allows us to leverage technology and update operational practices so that staff members can complete more of their work in the field when out visiting their clients. The model benefits all of our stakeholders:

- Employees are more satisfied at work because flexible schedules allow them to commute at off-peak hours, streamline client visits and other fieldwork, and save time and money;
- Clients receive consistent, high quality services, supported in part because of performance standards that workers must maintain to remain eligible for mobile work; and
- DAAS is able to boost staff morale and performance, retain quality staff, and optimize fixed resources like office space.

