APS Program Operational Plan: Washington

State/Territory/District	Washington State
Contact	Kathy Morgan
Budget Allocation	ARPA 1 - $1,799,233 ARPA 2 - $3,761,957 **Total: $5,561,190**
Timeline	AMERICAN RESCUE PLAN ACT (ARPA) OF 2021 - Grant 1 **August 2021 – September 2023** AMERICAN RESCUE PLAN ACT OF 2021 - Proposed Grant 2 **August 2022 – September 2024**
Vision 2025 The Vision clarifies what your ARPA Grant 1 Program aspires to become and to achieve. It is designed to inspire by providing a picture of where the program is heading in **3-5** years. <u>Note</u>: If you are a part of a larger organization, does it have its own future vision? If so, you may want to adapt it to your own program.	**Department of Social and Health Services** Vision: People are healthy, People are safe, People are supported, and Taxpayer resources are guarded. **Aging and Long-term Support Administration** Vision: Seniors and people with disabilities living with good health, independence, dignity and control over the decisions that affect their lives. <u>**Adult Protective Services Vision**</u>**: Vulnerable adults live free of harm with appropriate protective services in place and accountability of perpetrators.**

Mission Statement	Department of Social and Health Services Mission: As a department we are tied together by a single mission: to transform lives.
Mission and Values statements can be an effective tool to educate the public; state and local government officials; state government agencies; provider agencies; and service recipients as to what the Adult Protective Services is and how they do business.	Aging and Long-Term Support Administration Mission: To transform lives by promoting choice, independence, and safety through innovative services.
Mission Statements answer four key questions about your APS Program: • Who do we serve? • What needs do they have that we can fulfil? • How do we meet those needs? How do we make the clients' lives better? • Does it link directly to the Vision Statement? **Note**: if you are a part of a larger organization, does it have its Mission Statement? If so, you may want to adapt it for your own program.	**Adult Protective Services** Mission: **To transform lives by promoting choice, independence, and safety through innovative services.**

Guiding Principles / Core Values	We value client self-determination and the professional expertise of our APS colleagues, while working to prevent and end harm
Guiding Principles or Core Values guide internal processes and client interactions for your APS Program. **Note**: if you are a part of a larger organization, does it have its own set of Guiding Principles or Core Values? If so, you may want to adapt it for this program.	

Goals for Program Improvement

These are goals to be obtained in order to move your APS program from current practices to your Vision.

Now that you have new funds targeted for your work with APS, what can be enhanced or improved in your current program? These goals must meet the APS Formula Grant requirements. It is recommended these goals become SMART goals (specific, measurable, actionable, and timely).

Using the results of your Environmental Scan, identify key issues that need to be addressed during this planning cycle.

These are goals to move your APS Program from current practices to your Vision #1.

Our Adult Protective Services goal is to protect Vulnerable Adults from abuse, neglect, self-neglect, abandonment, and exploitation by:
- Conducting objective, timely, and thorough investigations
- Assisting Vulnerable Adults to access appropriate services in accordance with statute, rules, policy, and client consent
- Networking and coordinating with others to serve Vulnerable Adults; and
- Educating Vulnerable Adults and the community about abuse, neglect, self-neglect, abandonment, financial exploitation, and protective services.

Washington's State Plan on Aging 2018 – 2022
- **Goal 1**: Promote person-centered home and community-based services.
- **Goal 2**: Increase the safety of adults who are vulnerable.
- **Goal 3**: Improve quality in all long-term services and supports.
- **Goal 4**: Expand and strengthen existing services and supports that prevent or delay entry into Medicaid funded LTSS.
- **Goal 5**: Improve health status by empowering older people and people with disabilities to stay healthy and active through expansion of evidence based healthy aging programs and improve health outcomes through coordination of care through integrated health and long term supports and services.
- **Goal 6**: Promote equity, diversity, and inclusion practices.

Program Improvement Projects	Based on our SWOT analysis conducted as our environmental scan, we have chosen the following **these program improvement projects** to focus on: • Increasing number of reports needing investigation is the context for hiring 6 case aides per APS region to support investigators.
	• High quality staff recruitment and recruitment shortages is the context for hiring an APS HQ staff member to review APS and HR hiring practices and core competencies sought by hiring managers and to develop a hiring guide and training for managers. • Increasing complexity of reports needing investigation is the context for developing specific training modules (both in person and virtual) to support staff in unique circumstances. • Our IT system and the increasing complexity of investigations is the context for continuing to support a business analyst position. • Staff recruitment and retention is the context for continuing the appointment of 3 additional administrative assistant positions established with COVID funding to support regional staff in clerical needs related to hiring and onboarding staff. • Increasing complexity of reports needing investigation is the context for continued spending on direct goods and services for alleged victims as established by COVID fundings and continued through ARPA1 funding.

Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
ARPA 1 Project 1 Program evaluation to identify best policies, practices, and structure to support the APS program	$308,845 for the 2-year evaluation Executive leadership time Project management staff time	Identify contractor Develop and sign contract Develop evaluation questions Meet quarterly with research team	Report with recommendations regarding APS program (organization structure, policies, and procedures) Stakeholder (internal and external) focus groups	September 2021, meet with potential contractors and identify contractor October 2021, finalize contract November 2021, submit background documentation to contractors	Improved staff satisfaction Improved organizational structure, policy guidance, procedural guidance for APS program
				December 2021, kick off meeting with contractor and executive leadership	

| ARPA 1 Project 2 High-quality staff recruitment to increase depth and breadth of QA program for APS investigations | $526,000 (salary and benefits) for 2 QA positions for 2 years

APS knowledgeable staff

Supervisory time | Post and hire positions

Develop qualitative QA questions

Conduct rolling QA assessments

Provide feedback to regional staff as QA is completed

Discuss findings with executive leadership and develop training plan to address deficiencies | Ongoing reports on qualitative measures of high-quality APS investigations

Standard definition and understanding of "high-quality" APS investigation

Training plan for new and existing staff on "high-quality" APS investigation protocols (to be developed) | December 2021, post job and interview candidates

January 2022, hire candidates and train

January 2022, approve QA questions

February 2022, begin QA review of APS cases region by region. Provide feedback to regions as review is completed

June 2022, discuss findings from QA process with executive leadership

July 2022, develop training plan/approach to address deficiencies | Improved understanding of "high-quality" APS investigations

Improved understanding of regional/office/unit differences in APS investigations

Improved training plan for new and existing APS staff

Increased staff satisfaction

Increased public satisfaction with APS investigations |
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ARPA 1 Project 3 Research and Data Analysis partnership to understand alleged victim population and demographics	$100,000 (MOU agreement with RDA) Executive leadership time RDA staff time	Draft MOU between APS and RDA Sign MOU Develop research questions Meet monthly with research team	Report on APS client risk factors for maltreatment Report on client sociodemographic indicators from Medicare/Medicaid linked datasets	July 2021, sign MOU with RDA Monthly, meet with RDA to discuss research questions and review data/reporting	Improved understanding of APS client population Improved understanding of APS risk factors Increased ability to serve vulnerable adult population through improved services Improved targeting of outreach and engagement activities
ARPA 1 Project 4 Wrap around services for alleged victims	$79,396 to purchase goods and services APS staff time to manage and track contracts	Identify new contractors for services Renew existing service contracts Monitor contracts for completion	Contracts with service providers to cover most of Washington state counties	July 2021, review contracts for expiration and extend as necessary Fall/Winter 2021, identify new contractors and services beneficial to alleged victims Fall/Winter 2021, review contracting process for APS and identify necessary reworks	Decreased recurrence of multiple reports for alleged victims Increased connections within communities to essential services Improved staff satisfaction Improved access to necessary services for

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					alleged victims experiencing threats to health, safety, and wellbeing
ARPA 1 Project 5 Tribal partnership development and expansion	$50,000 $10,000 per partnership (5 Tribes total) TA support from APS program staff Interested Tribal partners	Develop application materials for Tribal use Present materials to Tribal partners Review applications Contract with interested Tribes Approve invoices and obtain reports from Tribes	Enrolled Tribal vulnerable adults served	August 2021, develop application materials September 2021, present opportunity to Tribal partners October 2021, accept applications from interested Tribes December 2021, begin contracting process January 2022, contracts begin Monthly ongoing – check in with grantees to discuss TA or supports needed. Receive invoices regarding work performed.	Improved reporting and communication between Tribal entities and APS

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				Every 6 months, collect data on number of clients served for reporting	
ARPA 1 Project 6 HQ staff training to improve staff retention and decrease reliance on external experts	$20,000 HQ staff time Virtual training opportunities	Identify relevant, available trainings for APS HQ staff Sign staff up for relevant trainings	Increased efficiency for HQ staff to support regions (including: project management, adult learning) Improved workforce knowledge in best practices related to project management and adult learning techniques	August 2021, identify relevant training opportunities December 2021, (depending on availability) begin HQ staff training enrollments Ongoing – as time permits, enroll HQ staff in relevant trainings	Increased staff satisfaction Increased collaboration between field and HQ staff Decreased need to rely on partners external to APS for relevant skillsets
ARPA 1 Project 7 ADvancing States project for Washington staffing model to improve staff satisfaction and improve alleged victim experience with APS	$30,000 for standalone project Advancing states project manager APS staff time	Contract with contractor Meet with contractor to discuss WA model and other programs Continue to meet with contractor monthly to ensure completion	Report on staffing model in WA in comparison to other programs	January 2022, contract with contractor / meet with contractor to discuss project. Contractor draft survey February 2022, contractor identifies case load and staffing model data March 2022, deploy multi-state survey, analyze results April 2022, summarize and share findings	Knowledge of staff forecasting model best practices from around the nation Improved understanding of WA staffing model and long-term suggestions

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		Discuss final report and findings		April 2022, develop interview protocol for staff and interview staff May 2022, shadow APS staff July 2022, summarize data to provide report	
ARPA 1 Project 8 Headquarters (HQ) staff to support regions in projects including partner outreach (SHPC) and critical incident stress management (CISM) for APS staff	$685,032 (salary and benefits HQ SHPCs and CISM) APS knowledgeable staff Supervisory time APS regional staff time	Review workload and expectations with staff member in each position Meet monthly with staff to discuss progress, ideas, and goals Identify new community partners to outreach Identify hiring events/career fairs of interest for potential APS staff	Number of services contracts for alleged victims Number of regularly scheduled meetings with APS external partners Number of outreach events to recruit new APS staff Number of presentations on CISM-related topics Number and type of APS marketing efforts	October 2023, continue to fund 3 HQ SHPC positions and region 2 CISM position established through COVID funding Monthly, meet with HQ SHPCs and regional leadership to discuss progress and roadblocks	Improved communication between regional staff and HQ Increase staff satisfaction Improved relationships between APS and community programs Increased number of high-quality applicants to APS program positions

Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
			Number of qualified APS applicants to open positions		Increased access to community resources for alleged victims
ARPA 2 Project 1: Hire case aide positions to support administrative task completion for investigations and improve APS experience from the alleged victim's perspective	**$3,024,000** $80,000 per year, per position (salary and benefits), 2-year appointment Staff supervisory support Training plan	Develop job description and posting Recruit positions in regions (18 staff to be divided among 3 regions) Train staff Review data on targeted improvement metrics	Improve case closure metric Improve 90+ day good cause metric Improve timeliness of protective services /referrals rendered to alleged victims Reduce recurrence of investigations Improve staff satisfaction by 25%	December 2022, each region has hired 6 case aide positions March 2023, case aides are fully integrated into investigation units	Decreased staff turnover Improved staff satisfaction Improved timeliness of referrals and protective services for alleged victims Improved communications between APS and community organizations and partners Increased access to community resources for alleged victims
APRA 2 Project 2: Investigator (SSS3) hiring review to improve and	**$144,000** $140,000 per year (salary and	Develop job description and posting	Stabilize staff turnover to 20% or below statewide Creation of standardized hiring plan for all regions	December 2023, all APS hiring managers use hiring plan	Decreased staff turnover

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standardize statewide hiring practices	benefits), 1 year appointment APS and HRD staff time to provide feedback HQ staff time for supervisory oversight Executive leadership time for guidance and approval	Recruit position Full review of current hiring policies and practices Develop standardized hiring plan for all APS managers to utilize		December 2023, job candidates have consistency when applying to APS positions across the state Beyond – regularly review of implementation of hiring plan to update as needed	Improved staff satisfaction Increased consistency in hiring practices across the state Increased consistency of experience with APS staff from the alleged victim perspective Decreased number of transfers, improved experience from alleged victim perspective
ARPA 2 Project 3: Virtual and in-person standardized training on substance abuse, mental health, and field safety for investigators to improve	$70,000 for content development and licensing Training unit time for guidance and feedback	Identify contractor Contract for work Develop content for virtual and in-person training with training program managers	Pre/post training scoring improvements for staff attending virtual and in-person trainings Creation of APS-specific training on mental health, substance abuse, enhanced safety training, and other emergent	December 2022, contract signed August 2023, all content developed September 2023, training plan for new/current staff developed	Decreased staff turnover, increased staff retention Improved staff satisfaction Improved staff safety Enhanced understanding of

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outcomes for alleged victims	Executive leadership time and signoff	Executive leadership review Deploy training to staff and develop ongoing training plan for new staff	issues dealt with by investigators		safety from the investigator perspective Improved outcomes for high-concern alleged victims through swift and appropriate action by staff
ARPA 2 Project 4: Administrative Assistant hiring and clerical support *continuation*	**$192,000** $60,000 per position (salary and benefits), 1 year continuation appointment 3 employed APS administrative staff	Staff are preexisting in APS (will post and hire if positions are vacant) Review hiring timelines at regular monthly intervals	Shortened timeframe for hiring and onboarding new staff by two weeks	December 2022, review work of administrative assistant positions and identify new projects or supports they may offer the region (continue check-ins every 6 months)	Improved new hire experience Decreased vacancy rates for staff investigator positions Increased consistency hiring practices amongst managers to alleviate liability *Benefit to clients*
ARPA 2 Project 5: Business Analyst position to support	$288,000 over two-year period	Review enhancements made	An additional IT system development cycle	Monthly ongoing, meet with developers and APS	Quicker turn around for enhancements to online system

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testing of APS investigation tracking system *continuation*	(salary and benefits $140,000) Supervisory support IT team and development team support	Discuss planned enhancements per year (planning ahead) Develop timeline and plan to deploy enhancements Build / test enhancements	Shorter timeframes between proposal and enhancement implementation Increased metrics available for reporting due to additional capture sources	specialists to discuss enhancements	Higher utilization of IT system for line staff and supervisors Clearly communicated and understood process from suggestion to implementation Increased staff satisfaction with technology available
ARPA 2 Project 6: Wrap around services for alleged victims	$43,957 to be used for contracting and direct goods purchases APS staff time to manage and track contracts	Identify new contractors for services Renew existing service contracts Monitor contracts for completion	Contracts with service providers to cover most of Washington state counties	August 2022, review contracts for expiration and extend as necessary (ongoing every 6 months throughout) December 2022, identify new contractors and services beneficial to alleged victims	Decreased recurrence of multiple reports for alleged victims Increased connections within communities to essential services Improved staff satisfaction Improved access to necessary services for alleged victims experiencing threats

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					to health, safety, and wellbeing

Budget / Spending Plan for ARPA funds – Semi-annually for 3 to 5 years

Budget/Spending Plan will be used to enhance, improve, and expand the ability of APS workers to investigate allegations of abuse, neglect, and exploitation. Be sure to use separate line items for each major improvement project.

Operational Plan Submission due by **January 31, 2022**.

ARPA 1 – First Grant Allocation: August 2021 – September 2023

	Description	2022 Period 1	2022 Period 2	2023 Period 1	2023 Period 2	Total
Project 1	APS program evaluation	$77,211.25	$77,211.25	$77,211.25	$77,211.25	**$308,845.00**
Project 2	Increase depth and breadth of QA program *Indirect*	$127,500 *$4,000*	$127,500 *$4,000*	$127,500 *$4,000*	$127,500 *$4,000*	**$510,000** *$16,000*
Project 3	Research and Data Analysis partnership			$50,000	$50,000	**$100,000**
Project 4	Increase goods and services available for alleged victims	$19,839	$19,839	$19,839	$19,839	**$79,356**
Project 5	Tribal partnerships expansion	$25,000	$25,000			**$50,000**
Project 6	Staff training	$5,000	$5,000	$5,000	$5,000	**$20,000**

Project 7	Advancing States staffing model	$15,000	$15,000			$30,000
Project 8	HQ staffing to support regions *Indirect*			$332,516 *$10,000*	$332,516 *$10,000*	$665,032 *$20,000*
Total		$273,550.25	$273,550.25	$626,066.25	$626,066.25	$1,799,233.00

ARPA 2 – Second Grant Allocation: August 2022 – September 2024

	Description	2023 Period 1	2023 Period 2	2024 Period 1	2024 Period 2	Total
Project 1	Case aide positions *Indirect*	$720,000 *$36,000*	$720,000 *$36,000*	$720,000 *$36,000*	$720,000 *$36,000*	**$2,880,000** ***$144,000***
Project 2	Investigator core competencies review *Indirect*	$70,000 *$2,000*	$70,000 *$2,000*			**$140,000** ***$4,000***
Project 3	Virtual and in-person training development	$35,000	$35,000			**$70,000**
Project 4	Administrative support *Indirect*			$90,000 *$6,000*	$90,000 *$6,000*	**$180,000** ***$12,000***
Project 5	Business analyst position Indirect	$70,000 *$2,000*	$70,000 *$2,000*	$70,000 *$2,000*	$70,000 *$2,000*	**$280,000** ***$8,000***
Project 6	Goods and services for alleged victims	$10,989.25	$10,989.25	$10,989.25	$10,989.25	**$43,957**
Total		$945,989.25	$945,989.25	$934,989.25	$934,989.25	$3,761,957.00

Summary of ARPA 1 + ARPA 2 Expense

	2022 Period 1	2022 Period 2	2023 Period 1	2023 Period 2	2024 Period 1	2024 Period 2	Total
Summary	$273,550.25	$273,550.25	$1,572,055.50	$1,572,055.50	$934,989.25	$934,989.25	**$5,561,190.00**