

State of Indiana
Family and Social Services Administration, Division of Aging

Adult Protective Services Operational Plan

Last Updated: December 21, 2021

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1. Grant Information

Indiana State Adult Protective Services ARPA Grant Information	
State/Territory/ District	Indiana
Contact	Sherry Beck, APS Assistant Director Division of Aging Indiana Family and Social Services Sherry.Beck@fssa.IN.gov 317-232-0135
Budget Allocation	Grant 1: \$1,618,610 (Proposed) Grant 2: \$3,384,298
Timeline	<u>American Rescue Plan Act (ARPA) of 2021- Grant 1</u> August 2021 – September 2023 <u>American Rescue Plan Act of 2021 - Proposed Grant 2</u> August 2022 – September 2024

2. Vision, Mission, Core Values

Our Vision, Mission and Core Values reflect input from staff across the APS organization.

Vision

- We envision an Indiana where Hoosiers are safe from abuse, neglect and exploitation.

Mission

- The Indiana Adult Protective Services mission is to investigate reports of abuse, neglect, or exploitation and provide the least restrictive service plan to keep endangered Hoosiers safe and monitor for success.

Core Values

- We champion the safety and dignity of endangered adults.
- We conduct ourselves with integrity.
- We demonstrate respect for all persons.
- We collaborate to improve outcomes.

3. Goals for Program Improvement

Goals for Program Improvement		
Area of Opportunity	Goal	Target Timing
Case Management, Quality Assurance	<p>① Improve case management, performance measurement, data entry efficiency and informed decision-making by developing, rolling out and maintaining a new online case management system.</p>	<ul style="list-style-type: none"> • System Purchase Award: 12/2021 • Staff Training: Summer/Fall 2022 • System Live: Fall 2022/Winter 2023
Operational Efficiency and Consistency	<p>② Complete in-depth organizational analysis to identify strategies for improving efficiency and consistency in operating practices and procedures. Create a post-study implementation plan for recommendations of greatest impact and gain team buy-in. Begin implementation.</p>	<ul style="list-style-type: none"> • Study Completion: Fall 2022 • Build Post-Study Implementation Plan: Spring 2023 • Implement Recommendations: Spring 2023 – Winter 2024
	<p>③ Develop tools for improving consistency across units, including:</p> <ul style="list-style-type: none"> • A statewide curriculum for both onboarding and ongoing training for field staff and supervisory roles. • Standard Operating Procedures 	<ul style="list-style-type: none"> • Develop Training Tools: Spring 2022 • Staff Roll-Out: Fall 2022 and ongoing
Service Delivery	<p>④ Increase the availability of emergency services by assisting Hooverwood and identifying and contracting with additional vendor(s) to provide services in geographic areas of greatest need.</p>	<ul style="list-style-type: none"> • Hooverwood Start Date: Spring/Summer 2022 • Contract with Vendor(s): Ongoing, Early 2023 through 2025

4. Targeted Improvement Projects

Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
<p>1. Make post-implementation CMS adjustments as needed and perform regular system maintenance and operations tasks.</p> <p>Note: CMS purchase and training will be funded by CRRSA grant, but updates and changes are anticipated after initial roll-out/testing period</p>	<p>\$600,000 for system adjustments, maintenance, and operations.</p>	<ul style="list-style-type: none"> • Following roll-out, test system capabilities in the field and identify needed adjustments • Capture needed changes to CMS capabilities • Contract with vendor to make system adjustments • Contract with vendor for maintenance and operations 	<ul style="list-style-type: none"> • System capabilities updated to reflect field and leadership needs • Regular system maintenance is performed 	<ul style="list-style-type: none"> • CMS functionality supports APS operations and reporting in a way that is intuitive and efficient for each step of the process, from intake to service plan creation and monitoring. • Data entry is less time consuming and conducive to entry while in the field. • Reporting allows for tracking and managing case flow and performance. 	<ul style="list-style-type: none"> • Strategic decisions regarding staff deployment, service plan development and client service procurement are guided by reliable data. • APS team can spend more time with clients and less time managing the data entry and retrieval process. • Caseload monitoring and quality control are fully supported by CMS functionality.

Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
2. Fill the service gap in emergency services	\$680,000 to contract with emergency services vendors	<ul style="list-style-type: none"> • Identify vendors • Contract with vendors 	<ul style="list-style-type: none"> • Contracts with new emergency services vendors are in place. 	<ul style="list-style-type: none"> • Increased capacity to serve endangered adults who are most vulnerable and in need of immediate assistance. 	<ul style="list-style-type: none"> • Improved outcomes for the most vulnerable population.
3. Roll out consistent training curriculum for APS staff and supervisors across all units, including onboarding and ongoing training as well as Standard Operating Procedures (SOP) training.	<p>\$50,000 for assessment tool development</p> <p>\$200,000 for training curriculum roll out and continuing to train on SOP.</p>	<ul style="list-style-type: none"> • Create training content • Develop tools • Roll-out training to all APS personnel • Continue to train on SOP 	<ul style="list-style-type: none"> • All staff members receive onboarding and ongoing training using consistent training guides, tools, and formats. 	<ul style="list-style-type: none"> • Training information reflects best practices at each step of the process, including processes that follow ACL guidelines and NAPSA core competencies. • Staff works in a manner that is efficient and consistent. 	<ul style="list-style-type: none"> • Client outcomes are improved using well-planned and consistent investigation, assessment, and service plan development processes.

Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
<p>4. Conduct an in-depth organizational analysis at both the individual unit and overall team levels to understand how best to deploy staffing resources, build effective service plans and maintain high levels of performance and consistency across the State.</p>	<p>\$250K for Dr. Liu and her team to conduct the study</p>	<ul style="list-style-type: none"> • Conduct study with diverse group of stakeholders • Review and prioritize recommendations • Build implementation plan for APS-approved study recommendations 	<ul style="list-style-type: none"> • Overview of current operations by unit • Recommendations for gaining operational efficiency and serving APS clients more effectively 	<ul style="list-style-type: none"> • The DA has a guide for which operations projects are most impactful and where funding should be channeled. 	<ul style="list-style-type: none"> • Client investigations are completed, and services deployed to reach the least restrictive solution in the most time-effective manner. • Increased staff capacity to serve clients. • Organizational structure, operational procedures and tracking and measuring processes are designed with a focus on efficiency, consistency and effectiveness.
<p>5. Allocate funds to individual units to improve or enhance operations</p>	<p>Up to \$25,212 per unit based on demonstrated need</p>	<ul style="list-style-type: none"> • Work with units to ensure projects funded are consistent with ACL’s requirements. • Allocate funds 	<ul style="list-style-type: none"> • Units receive funding to fill operational improvement needs specific to their unit 	<ul style="list-style-type: none"> • Will vary depending on unit and funding usage 	<ul style="list-style-type: none"> • Will vary depending on unit and funding usage

Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
<p>6. Hire additional APS employees to re-focus Director and Assistant Director toward grant management; potentially hire contractors to assist with grant management and administration, training and professional development for the APS staff.</p>	<p>\$500,000 for the salary of a state office employee and potential contractors as needed through 2024 for support during peak project planning and implementation periods.</p>	<ul style="list-style-type: none"> Identify and hire an APS State staff member 	<ul style="list-style-type: none"> One Employee would pick up administrative duties of APS to expand the grant management capacity of our team. Contractor(s) would likely perform project management and other duties related to the grant funding initiatives. 	<ul style="list-style-type: none"> APS staff has capacity to manage communication and project milestones. Project plans, communication plans and implementation are well coordinated. Current State work is not impacted by new project demands. 	<ul style="list-style-type: none"> ARP-funded targeted improvement projects are implemented as planned, improving the effectiveness of the APS program and ultimately the outcomes for our vulnerable adult population.
<p>7. Investigate and assess the feasibility/ effectiveness of the CAPABLE model to assist vulnerable adults to age in place.</p>	<p>\$100,000 for pilot program including any consulting fees</p> <p>APS team to assess model</p>	<ul style="list-style-type: none"> Identify consulting resources Determine feasibility, plan pilot process, and success measures Determine next steps 	<ul style="list-style-type: none"> If the pilot is conducted and deemed successful, the output will be a plan to roll the CAPABLE model out across the state. 	<ul style="list-style-type: none"> Investigators have a structure for building a service plan that allows vulnerable adults to safely stay in their home. 	<ul style="list-style-type: none"> Increased ability to provide vulnerable adults with the option to age in place.

Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
8. Hold funds for implementation of projects that are generated by the in-depth Organizational Analysis	\$2,194,298 for project planning and implementation TBD	<ul style="list-style-type: none"> • Conduct study • Review, prioritize, and cost out recommendations • Build implementation plan 	<ul style="list-style-type: none"> • TBD: Projects will be identified and prioritized based on results of Organizational Analysis 	<ul style="list-style-type: none"> • TBD: Projects will be identified and prioritized based on results of Organizational Analysis 	<ul style="list-style-type: none"> • TBD: Projects will be identified and prioritized based on results of Organizational Analysis

6. Budget/Spend Plan

A. ARPA 1- First Grant Allocation - August 2021 - September 2023

Project #	Description	2022 Period 1	2022 Period 2	2023 Period 1	2023 Period 2	Total
Project 1	Case Management System	\$75,000	\$75,000	\$75,000	\$75,000	\$300,000
Project 2	Emergency Services	\$50,000	n/a	\$90,000	\$90,000	\$230,000
Project 3	Develop Training Curriculum	\$37,500	\$37,500	\$37,500	\$37,500	\$150,000
Project 4	Organizational Analysis	\$62,500	\$62,500	\$62,500	\$62,500	\$250,000
Project 5	Allocations to the APS Units	\$214,305	\$214,305	n/a	n/a	\$428,610
Project 6	State APS Office Salary/Development	\$105,000	\$105,000	n/a	n/a	\$210,000
Project 7	Developing CAPABLE Direct-Client Services	\$16,666	\$16,667	\$8,333	\$8,334	\$50,000
Project 8	Implementation of Organizational Analysis Recommendations	n/a	n/a	n/a	n/a	n/a
Total		\$453,818	\$403,820	\$380,485	\$380,487	\$1,618,610

B. ARPA 2- Second Grant Allocation - August 2023 - September 2024

Project #	Description	2023 Period 1	2023 Period 2	2024 Period 1	2024 Period 2	Total
Project 1	Case Management System	\$75,000	\$75,000	\$75,000	\$75,000	\$300,000
Project 2	Emergency Services	\$87,500	\$87,500	\$87,500	\$87,500	\$350,000
Project 3	Develop Training Curriculum	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
Project 4	Organizational Analysis	n/a	n/a	n/a	n/a	n/a
Project 5	Allocations to the APS Units	n/a	n/a	n/a	n/a	n/a
Project 6	State APS Office Salary/Development	\$97,500	\$97,500	\$97,500	\$97,500	\$390,000
Project 7	Developing CAPABLE Direct-Client Service	\$8,333	\$8,334	\$16,667	\$16,667	\$50,000
Project 8	Implementation of Organizational Analysis Recommendations	\$548,574	\$548,575	\$548,574	\$548,575	\$2,194,298
Total		\$841,907	\$841,909	\$850,241	\$850,242	\$3,384,298

C. Combined ARPA 1&2 Grant Allocations August 2022 – September 2024

Project #	Description	2022 Period 1	2022 Period 2	2023 Period 1	2023 Period 2	2024 Period 1	2024 Period 2	Total
Project 1	Case Management System	\$75,000	\$75,000	\$150,000	\$150,000	\$75,000	\$75,000	\$600,000
Project 2	Emergency Services	\$50,000	n/a	\$202,500	\$202,500	\$112,500	\$112,500	\$680,000
Project 3	Develop Training Curriculum	\$37,500	\$37,500	\$62,500	\$62,500	\$25,000	\$25,000	\$250,000
Project 4	Organizational Analysis Study	\$62,500	\$62,500	\$62,500	\$62,500	n/a	n/a	\$250,000
Project 5	Allocations to the APS Units	\$214,305	\$214,305	n/a	n/a	n/a	n/a	\$428,610
Project 6	State APS Office Salary/Development	\$105,000	\$105,000	\$72,500	\$72,500	\$72,500	\$72,500	\$500,000
Project 7	Developing CAPABLE Direct-Client Service	\$16,666	\$16,667	\$16,667	\$16,667	\$16,667	\$16,667	\$100,000
Project 8	Implementation of Organizational Analysis Recommendations	n/a	n/a	\$548,574	\$548,574	\$548,574	\$548,575	\$2,194,298
Total		\$453,818	\$403,820	\$1,222,393	\$1,222,394	\$850,241	\$850,242	\$5,002,908

7. Risk Analysis

#	Potential Risk	Likelihood (Low, Medium, High)	Potential Disruption Level (Low, Medium, High)	Early Warning Signs	Current State (Green, Yellow, Red)	Who Will Monitor
Risk 1	COVID-19 Flare Up	Medium	High	New variant, increasing infection rates, low hospital capacity	Green	State Staff in collaboration with APS Units
Risk 2	Staffing Shortages	High	High	COVID-19 flare up, rising APS cases, APS Units failing to replace lost staff	Yellow	State Staff in collaboration with APS Units
Risk 3	Major Changes Recommended by Operational Analysis	High	Medium	Large or unexpected discoveries made as we work with the vendor	Yellow	State Staff in collaboration with APS Units
Risk 4	Change Management Challenges	Low	Medium	Low stakeholder buy in, difficulty in keeping within project timelines	Green	State Staff in collaboration with APS Units
Risk 5	Project Delays	Low	Medium	Pushback on deadlines, projects taking longer than anticipated	Yellow	State Staff

8. Communication Plan

A. Regular Project Communications

The following communications will be used to regularly update team members and key stakeholders for all project work.

Description	Frequency	Method	Audience	Owner	Goals of Communication
Regular project updates, report outs	Weekly	Weekly Teams meeting	State APS staff	State Staff	Keep State staff informed of project milestones, issues, key tasks, and deliverable dates
Stakeholder updates	Quarterly, or as needed	Email, Teams meeting or webinar	IPAC, Unit leadership, State staff	State Staff	Provide a periodic overview of project goals and progress, milestones reached, and upcoming work planned.
Field Staff Project Overviews	As needed to introduce projects	Email, Teams meeting or webinar	Field staff and supervisors	State Staff	Introduce projects and project goals, provide an overview of potential impacts and an opportunity to give feedback.
Virtual meeting with APS TARC SME	Quarterly, or as needed	Teams Meeting	State staff, APS TARC SME	State Staff	Provide a periodic overview of project goals and progress, milestones reached, and upcoming work planned.
NAMRS Submission	Annually	Online submission	NAMRS contact (Carl Urban), APS TARC staff	State Staff	Submit required project information

B. Project Specific Communication

In addition to the regular communications that will provide updates and key information regarding all targeted improvement projects, several larger scale projects with external consultants or partners will require communication and coordination that includes task force teams and vendor contacts. These projects and communication strategies are as follows:

i. Case Management System (CMS):

Description	Frequency	Method	Audience/ Participants	Owner	Goals of Communication
Task Force Update and Input Meetings	As needed	Virtual Meeting	Task Force Team (Unit Directors, State Staff), CMS Consultant, CMS Vendor/Technical Experts	State Staff	During these meetings, CMS vendor will provide progress updates. Following roll out, the team will be responsible for gathering feedback for functionality updates and helping to troubleshoot any system issues.
CMS Vendor Check-Ins	Weekly or Bi-Weekly	Virtual Meeting	State staff, CMS Vendor, CMS Consultant	State Staff	Regular check-in and status update regarding troubleshooting, functionality updates and maintenance and operations.

ii. Organizational Analysis (Study Conducted by Dr. Liu):

Description	Frequency	Method	Audience/ Participants	Owner	Goals of Communication
Regular Project Updates	Weekly or Bi-Weekly	Email or Virtual Meeting	Dr. Liu, State Staff, Other Key Stakeholders	State Staff	Provide progress updates, preview findings, raise any issues with gathering data and information.
Project Kick-Off Meeting	Once at beginning of study	Virtual Meeting and email(s)	Dr. Liu and team, Unit leadership and staff, State staff	State Staff	Provide an overview of study goals and methodology
Email Updates to Units	As needed	Email	Unit Directors	Dr. Liu and Team	Provide information to units regarding any data collection efforts that will take place on site in their areas.

iii. Training Curriculum Development (Being Developed with the Indiana University Geriatrics Workforce Enhancement Program (GWEP):

Description	Frequency	Method	Audience/ Participants	Owner	Goals of Communication
Task Force Update and Input Meetings	Bi-Weekly	Virtual Meeting and/or Email	IU GWEP Project Team, Trainer (Patricia Ballard), Task Force Team (Unit Directors, State Staff)	State Staff	Training team to provide updates to and gather input from task force regarding training development.
Unit Input Emails	As needed	Email	Unit Directors	Training Team, State Staff	Gain input from field staff regarding training curriculum and tool development.