



EVALUATION REPORT

2017-2022 MASTER AGING PLAN

ORANGE COUNTY, NC

The evaluation was conducted, and the report prepared by an Evaluation Team from the University of North Carolina at Chapel Hill's Partnerships in Aging Program.

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EXECUTIVE SUMMARY

This report presents the evaluation of Orange County NC's 2017-2022 Master Aging Plan (MAP). Led by the county's Department on Aging (OCDOA), the MAP was a collaborative effort between community members and organizations to address the quality of life and needs of the community. Guided by the Age-Friendly Communities Framework, developed at the World Health Organization and adopted in the U.S. by AARP, the 2017-2022 MAP included the following eight domains:

1. Outdoor spaces and buildings
2. Transportation
3. Housing
4. Social participation
5. Respect and social inclusion
6. Civic participation and employment
7. Community support and health services
8. Communication and information

The MAP evaluation presented in this report consisted of three major evaluation components, with summary results, which are shown below:

1. Assessment of the quarterly tracking matrix to determine success in achieving goals.
 - Taken together, workgroups representing all 8 domains met 73% of indicators and made notable progress on another 17%. No progress was made on 4% of the indicators, and the remaining 5% were deemed not feasible or no longer relevant.
2. Interviews with workgroup leaders to better understand the process of implementation.
 - Workgroup leaders found great pride in the work, especially around community collaboration. However, sustaining engagement with workgroup members and managing the scope of the work was challenging.
 - Workgroup leaders desire to strengthen diversity, equity, and inclusion activities, recognizing that these efforts need to be even more intentional, explicit, and collaborative.
3. Ripple Effects Mapping to illustrate, and learn from, the positive ways MAP impacts the community.
 - Stakeholder stories demonstrated positive ripple effects in eleven categories, including housing affordability, home repair efficiencies, food assistance, employment opportunities, transportation access, communication effectiveness, and expanded social participation.
 - Stakeholder investments of time and resources resulted in enhanced livability and equity of service provision across rural and urban areas of the county.
 - The MAP facilitated individual and organizational learning, collaboration, accountability, and adaptability.

Recommendations for the 2022-2027 MAP:

1. Continue building on the many strengths that made this MAP a success.
2. Refine and simplify the MAP and matrix.
3. Enhance workgroup structure and process across domains
4. Prioritize strategic action on racial equity.

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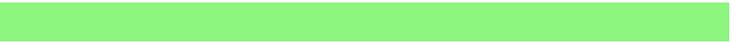
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INTRODUCTION

Developing the MAP

The 2017-2022 Master Aging Plan (MAP) marks the fourth cycle of strategic planning for the Orange County Department on Aging (OCDOA). The 2017-2022 MAP was developed with extensive input from community residents, city and county officials, and more than 60 organizations across four municipalities in Orange County, NC.

The 2017-2022 MAP was built around the eight domains of the World Health Organization's and AARP's Age-Friendly Community Framework (see Figure).



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Creating the 2017-2022 MAP involved three stages:

1. A community **assessment** was conducted. The assessment methods, organized by the eight Age-Friendly domains, included a survey, focus groups, and key informant interviews to develop an understanding of community needs and assets.
2. Community **listening sessions** were held to review the assessment results and garner additional feedback.
3. A five-meeting series of **planning workgroups** were convened to review the assessment findings and develop the specific objectives, strategies, and indicators of the MAP.

Please visit <http://www.orangecountync.gov/203/Master-Aging-Plan> to read more about the MAP development.

Who's Who in MAP

- The **OCDOA**, led by director, Janice Tyler, is charged with administrating the MAP process. However, the MAP development and implementation is a county-wide plan, involving many stakeholders and groups.
- The **Orange County Board of County Commissioners** accepted the MAP.
- The **Orange County Advisory Board on Aging** includes community volunteers who act as a liaison between older residents and County government, serve on MAP workgroups, and hear quarterly MAP reports.
- The **MAP Steering Committee** is comprised of leaders from county and town governments, major health care systems, faith-based organizations, community-based organizations, and older adult advocacy groups. The Steering Committee is charged with providing resources, strategic vision, and oversight of the MAP process. The Steering Committee met twice a year to celebrate progress and strategize for the upcoming goals.
- The **MAP Leadership Committee** includes leaders from OCDOA and consultants and students from the UNC's Partnerships in Aging Program (PiAP).
- The **MAP workgroups** are organized by the Age-Friendly Community Framework domains and led by members of the MAP Leadership Committee. Members include representatives from the Advisory Board on Aging, community organizations, and community members.

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Tracking the MAP activities

The OCDOA uses the MAP as both a strategic plan and an action plan. It is the roadmap that guides decision-making and activities. To facilitate implementation throughout the five-year MAP, workgroups met and reported progress on the MAP goals and objectives quarterly. Progress is tracked in a matrix and made publicly available on the OCDOA website.

A note about context

During the last two years of the 2017-2022 MAP, we were all navigating the COVID-19 pandemic, with ensuing uncertainty, vulnerability, and isolation around health, economic, and educational realms. We were learning to communicate in new ways, such as virtually and behind masks. Our awareness of racial injustice was heightened with a growing urgency for action that prioritized racial equity.

Evaluating the MAP

Overall, the goal of this evaluation was to determine what worked well and what could be improved about different aspects of the MAP, with the overall aim to develop recommendations for the next five-year MAP. The Evaluation Team also took a closer look at Diversity, Equity, and Inclusion topics, because the MAP Leadership Team had decided to prioritize racial Equity as a cross-cutting issue in the next MAP.

The evaluation consisted of three parts. First, the Evaluation Team examined the matrix tracking documents to determine progress on the MAP indicators. Second, the Evaluation Team conducted interviews with the workgroup leaders to better understand the implementation processes. Third, the Evaluation Team conducted Ripple Effects Mapping to illustrate and learn about some of the most notable MAP achievements. Finally, using these findings, the Evaluation Team developed a list of key takeaways and recommendations for the 2022-2027 MAP.

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CELEBRATING WORKGROUP ACCOMPLISHMENTS

The workgroup leaders each provided a just few of their accomplishments from the 2017-2022 MAP to be featured here.

Outdoor spaces and buildings

- Use of outdoor spaces by older adults encouraged through **organized, planned special events, and outdoor walks** with interpretive guides
- **Outdoor/Intergenerational Activities** section added to the *Senior Times/Endless Possibilities* with highlights of local parks and Orange County (OC) Interactive Trails and Greenway Map information
- Town of Hillsborough **bus stop made into a “wellness” stop**

Transportation

- **Transportation Helpline (919.717.1853)**: A source of information for the public regarding the **transportation** options for senior citizens in OC.
- **The Volunteer Driver Program**: Door-to-door transportation with companion service for transit dependent older adults with the focus of filling gaps in the public transportation system.
- **Travel Training**: Teaching older adults how to use the public bus system.

Employment

- Created **Mature Job Seekers Resource Guide** brochure and online versions.
- Created and facilitated **Exploring Options After Retiring**, half-day event of multiple classes, at Durham Tech’s Orange County campus.
- Created and facilitated **Becoming Better Than Before**, a free Webinar series with thoughts and exercises on Creativity, Relational Networking, and key elements of an effective Job Search, which was offered multiple times a year.
- Conducted **2,200+ in-person and virtual meetings, phone calls, texts, emails**, related to helping people with employment.



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Social participation, respect, and inclusion

- Programs and brochures offered in **different languages (English, Burmese, Karen, Mandarin and Spanish)**
- **Expanded building space** added at both Senior Centers
- **Senior Center Without Walls** – virtual programs offered regularly and **YouTube channel created** (21 videos/70 subscribers)
- Continue outreach to **growing refugee and immigrant populations**
- **Improved senior center accessibility** via Occupational Therapist programs such as **Durable Medical Equipment** advertised and available to residents
- **Social Connections** at an all-time high at the Senior Centers prior to COVID-19; extra efforts to connect during COVID-19 such as 1,600 social isolation check-in calls
- Many new **“Welcoming” Programs** were developed at Senior Centers prior to COVID-19 and will continue

Housing

- Through a collaboration among PeeWee Homes, Carol Woods, Towns of Chapel Hill/Carrboro, and Habitat for Humanity **six new affordable homes are open to seniors** who earn less than 30% of the area median income. Five more homes are in the planning or building phases.
- **Senior Housing interests** have been represented in channels such as: Consultations with 4 developers to introduce **livable design features** into architectural plans, Speaking to Town Councils at 4 public hearings to **foster housing developments aligned with the needs of older adults**, and **Membership** in OC’s Affordable Housing Coalition and PeeWee Homes Board of Directors
- Through collaboration between UNC PiAP, Rebuilding Together of the Triangle, and a grant from the Southeastern Energy Efficiency Alliance, the OC Home Preservation Coalition conducted the **first countywide program evaluation of home preservation coalition and service provision**.
- Concrete advocacy efforts were implemented to **address access and equity to home preservation services** in OC in relation to both antiracism and manufactured home communities.

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Community support and health services

- **Addressed food insecurity**, especially during COVID-19 with organizations such as RENA Community Center (425 families), OCDOA with the aid of local law enforcement (310 monthly food boxes and 100,000 weekly lunches), Town of Chapel Hill (47,000 families), and Meals on Wheels (125,000 meals).
- Sheriff's Office received a \$5,000 grant from the Alzheimer's Foundation to expand the **Life Track program**, currently serving 47 residents
- **20+ community programs and presentations on End of Life Options** for community members and professionals, increasing knowledge and normalizing dialogue around these topics. **Green burial** options are now being offered in the county
- Partnered with EMS to finalize **DNR bracelet** intake and distribution and begin enrolling residents.
- UNC Hillsborough Hospital recognized as **NC's first Geriatric Accredited ED**. A Member of the age friendly hospital network. All staff trained and recognized as a dementia friendly hospital.

Communications

- Revamped and re-branded our quarterly print publication, *Senior Times*, now ***Endless Possibilities***, to be more user-friendly and accessible
- Utilized new technology to promote programming and **expanded capacity for electronic/digital information** dissemination: Website page "Hits" have increased 87% , Facebook page "Likes" have increased 78% , *Endless Possibilities* bi-weekly e-newsletter subscriptions up 40%
- Established **new e-newsletters**: a monthly OCDOA Upcoming Programs e-news blast and News for Caregivers July 2018, subscriptions have increased 32% since that time (698 subscribers)
- Staff tabled at **62 resource fairs** disseminating information to 2000+ attendees
- 64 **Senior Resource Leaders** have graduated from **Project EngAGE** and now share resources in their local communities

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MATRIX EVALUATION

The first step to evaluate the MAP consisted of using the matrix to quantify implementation effectiveness. The implementation matrix encompasses each domain's plan as follows:

- **Overall goals and specific objectives:** What we aspire to do
- **Strategies:** How we will do it
- **Indicators:** How we will measure success

Throughout the 5-year MAP, workgroup leaders tracked progress quarterly by writing a narrative description of activities for each indicator.

Categorizing the Indicators

Quantifying the implementation matrix began with collecting all the completed matrix trackers. The MAP Evaluation Team then went through each indicator for each year and designated the outcomes as one of the following and then tallied for each domain.

- Met
- Progress
- No Progress
- Not Feasible or Relevant

Total Indicators

As summarized in Table 1, quantifying the implementation matrix showed that there was a total of 248 indicators included in the MAP. The number of indicators varied across domains, with the Community Support and Health Services domain having 1.5-2.5 times more indicators than the other domains.

Indicator Outcomes

Considering the outcomes across all domains, 73% of the indicators in the MAP were met and an additional 17% demonstrated progress. Looking at some specific domains, three domains met almost all indicators (90-92%); Four domains met the majority of indicators (61-73%); One domain met half of the indicators (50%). However, the Outdoor Space and Buildings domain also had a notably higher percentage of not feasible or not relevant indicators (28%).

Rural-Urban Issues

The MAP also stated a cross-cutting focus on rural-urban issues. We were able to identify 18 indicators specifically related to rural-urban issues, 12 (69%) of which were met. See Table 2 for a complete breakdown.

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TABLE 1: IMPLEMENTATION MATRIX: ALL INDICATORS

MAP Domain	Total Number of Indicators	Indicator outcomes			
		Met	Progress	No progress	Not feasible or relevant
Outdoor Spaces and Buildings	32 (13%)	16 (50%)	5 (16%)	2 (6%)	9 (28%)
Transportation	28 (11%)	17 (61%)	10 (36%)	-	1 (4%)
Housing	38 (15%)	27 (71%)	9 (24%)	1 (3%)	1 (3%)
Social Participation	21 (8%)	19 (90%)	-	1 (5%)	1 (5%)
Respect and Social Inclusion	26 (10%)	24 (92%)	2 (8%)	-	-
Civic Participation and Employment	27 (11%)	18 (67%)	8 (29%)	1 (4%)	-
Community Support and Health Services	51 (21%)	38 (75%)	8 (16%)	5 (10%)	-
Communication and Information	25 (10%)	23 (92%)	1 (4%)	-	1 (4%)
Total	248	182 (73%)	43 (17%)	10 (4%)	13 (5%)

TABLE 2: IMPLEMENTATION MATRIX: RURAL-URBAN INDICATORS

MAP Domain	Rural/ Urban Indicators	Indicator outcomes		
		Met	Progress	No progress
Outdoor Spaces and Buildings	-	-	-	-
Transportation	3	1	2	-
Housing	1	1	-	-
Social Participation	6	6	-	-
Respect and Social Inclusion	-	-	-	-
Civic Participation and Employment	-	-	-	-
Community Support and Health Services	8	4	1	3
Communication and Information	-	-	-	-
Total	18 (7% of total 248)	12 (67% of 18)	3 (17% of 18)	3 (17% of 18)

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Variation in Implementation

We noted that there was variation among workgroups during implementation.

Workgroup sizes and leader structure differed greatly across the eight domains. For example:

- The Communications domain consisted solely of the workgroup leader; there were no members.
- The Housing domain included two sub-workgroups with separate workgroup leaders, one focused on affordability and development and the other focused on modifications and repairs.
- The Community Support and Health Services domain had co-leaders.
- The Social Participation domain and Respect and Inclusion domains were combined under one workgroup.
- Most workgroup leaders turned over at least once over the five years.
- Additionally, one person was leading two workgroups. The person leading the Outdoor Spaces and Building Workgroup, always had a second workgroup (first, housing and later, Social Participation, Respect, and Inclusion. First, the same person was leading Housing and Outdoor Spaces and Buildings workgroups.
- All workgroups helped report on the Communications domain.

Workgroups moved indicators out of the original domain to a different workgroup when it was a better fit. This was most apparent for the workgroup focused on the Community Support and Health Services domain, which had the most indicators to start with (51) and 15 additional indicators were added from other domains. For example, indicators related to long-term care were added from Housing, indicators related to volunteering were added from Civic Participation and Employment, indicators related to a dementia-capable community were added from Respect and Inclusion).

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PROCESS EVALUATION: WORKGROUP LEADERS' PERSPECTIVES, EXPERIENCES, AND IDEAS FOR ACTION

The Evaluation Team interviewed each of the current eight workgroup leaders to better understand the structures and processes involved in implementing the MAP. The MAP Evaluation Team created a list of six guiding questions that were consistently referenced across each of the interviews. The questions addressed the workgroup leader position, workgroup meeting structures, motivations, challenges, use of the implementation matrix, and racial equity in the MAP. A notetaker recorded the workgroup leader responses.

For the purpose of developing recommendations for future MAPs, members of the Evaluation Team reviewed the notes and identified major themes across the interviews. The themes below are divided into two categories. One category represents what workgroup leaders' said they were celebrating. The second category represents how workgroup leaders envision future MAPs could achieve even more success.

“*[The MAP] helps us all be better connectors for the community members.*”

KEY FINDINGS: REASONS FOR CELEBRATION

Inter-Organizational Collaboration

- All workgroup leaders' favorite part of the MAP work was meeting and collaborating with workgroup members across a variety of organizations in the wider community. MAP strengthened existing partnerships and generated new collaborations that might not have happened otherwise. MAP provided a venue for sharing information and a place to ask for help with issues they were facing (see REM for more).
- Some workgroup leaders found success by not limiting contact to quarterly MAP meetings. For example, they kept up with people and developed relationships between meetings. They tried to find ways to help such as offering event space or speaking at public hearings. They saw how plugging into these networks helped them know so many other people and to represent senior perspectives at other groups.

Matrix

- Workgroup leaders recognized the importance of implementing structures for accountability and evaluation. Leaders found that the matrix helped them keep perspective by keeping track of what happened, where we were making progress, and what we still needed to do.

Leaders' Pride

- Workgroup leaders all took great pride in their MAP work, and many talked about personal callings, missions, and joy.
- Leaders recognized that strategic planning was challenging, but also how important it was to have direction as they pushed to take on new initiatives. They were proud that the MAP did not just "sit on a shelf".
- Leaders saw how this work made a difference in the community and loved being a part of the success stories directly impacting people's lives through micro-level direct service and also macro system-level changes.
- Leaders felt that Orange County and the MAP stood out as innovators in multiple ways.

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COVID – 19

- Workgroup leaders mentioned how MAP-related infrastructure and relationships were an asset that helped organizations collaborate and adapt more quickly during COVID (also see REM section).

Diversity, Equity, and Inclusion (DEI)

- Many workgroup leaders talked about the strengths of the current MAP's wide scope of DEI issues such as having different languages, acknowledging financial hardships, celebrating cultural diversity, hosting intergenerational events, and increasing accessibility for people with different physical and cognitive abilities.
- In particular, multiple workgroup leaders talked about the importance of challenging English-language norms, citing concentrated efforts to translate materials into other languages and increasing the number of bilingual staff.
- The strengths of the Senior Resource Teams and connections to faith communities were emphasized by workgroup leaders.
- Workgroup leaders generally agreed the goal was to be inclusive of everyone and were proud of the MAP's DEI focus.

“ *MAP is a living, breathing document. We make our plan; we work our plan. We love what we do because of it's lasting impact.* **”**

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KEY FINDINGS: ACHIEVING EVEN MORE SUCCESS IN FUTURE MAPS

Leading Workgroup Meetings

- Some leaders saw their role as facilitating relationships, learning and information sharing during meetings, while others saw meetings as the best time to review and complete the matrix together. Some focused on accomplishing hands-on specific projects and creating lists of action steps.
- Many talked about the importance of learning how to lead the group while navigating tensions and organizational politics.
- One leader talked about the importance of having an older adult community member in workgroups.
- Some leaders voiced concerns around sustainability and succession planning.

Matrix

- Multiple workgroup leaders expressed challenges related to the matrix, either in finding it burdensome to complete, repetition within the indicators, lack of relevance, frustration around the feasibility of indicators or the way they were written.
- Leaders found it time consuming to go through the matrix in detail during each meeting.
- Some workgroup leaders did not think the members are even aware of the matrix and believe focusing on it during meetings took away from the appeal and conversation.
- Leaders described handling “completed” or “ongoing” indicators differently. Sometimes leaders stopped tracking indicators that were not feasible or if they found there was a better way to accomplish the goal, whereas others treated the matrix more dynamically and filled in activities even if they were only loosely associated with the indicator.
- One workgroup leader suggested making a common document that people can live-edit together to reduce the time burden. Many leaders recommended a more flexible approach. Some leaders recommended picking only a few indicators to focus on and complete each year.

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Workload

- Leaders described the MAP work and meetings felt never-ending, sometimes exceeding capacity. Leaders wished they had more time to do the work and recognized that members were in a similar position.
- Leaders recognized that the goals may not always make sense or be feasible for the people assigned to be responsible.
- Some leaders were worried about how much MAP asked of people and its complexity. They suggested to keep it simple and relevant, so people do not step away from the work and so that MAP does not outgrow its usefulness.
- Many thought it was important to celebrate the many MAP wins to keep energy up and keep people coming to workgroups over time.

Different Motivations

- Leaders were aware that not all community organizations have the same motivations. Building leadership skills is needed to get buy-in and find ways to help them see the connections and ways to engage. Leaders found that broadening the scope was more inclusive and helped members see where they fit in.
- Some leaders found the measurable indicators were so specific that people felt excluded from the conversation and lost sight of the higher-level objectives.
- Leaders noted that people did not always understand MAP and what it could mean for their organizations. For instance, people often conflate MAP with OCODA, rather than seeing it as a community plan with everyone responsible for accomplishments.
- Workgroup leaders talked about the importance of a match between ones' general job description and specific MAP work their workgroup. One idea was to incorporate MAP into performance reviews.

COVID-19

- Workgroup leaders all mentioned challenges around the pandemic, such as missing in- person meetings and relationship building, and new and expanding work priorities.

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Diversity Equity, and Inclusion:

- Workgroup leaders stated that the current MAP is not explicitly doing racial equity work and they expressed a desire to improve this in the next MAP. Related suggestions included using more explicit MAP language related to race, racism, naming problems, causes, and concrete steps to address these.
- Workgroup leaders also discussed wanting to do more around inclusive spaces such as increasing diversity among OCDOA staff and MAP participants, cultural appreciation, relationship-building and trust, communication, access to programming, disaggregating data by race, and looking to other innovative communities for inspiration.

“*[We've] done a lot of good work, but are we truly equitable and inclusive? No. We're not.... It's a hard question to answer of how you do better with it; recognize that we need to go to them and form personal relationships and trust to bring them to the table, recognize that a simple ask won't work but if we want to see the [work]group change and become what we want it to be, we're going to have to put in this extra work to make it happen.*”

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RIPPLE EFFECTS MAPPING

The third step to evaluate the MAP was Ripple Effects Mapping (REM), a method of visually capturing positive impacts from complex processes. The Evaluation Team decided to use REM after an Aging Board member made comments about how there were a lot of ripple effects from the MAP that the matrix may be missing. REM is based on the principles of appreciative inquiry, which posits that by understanding how positive changes take place, we can work to create more of them in the future.

The MAP Evaluation Team invited MAP stakeholders to the REM event which was broken into two virtual sessions including the four core elements of REM (see figure).

FOUR CORE ELEMENTS OF REM



Appreciative Inquiry



A Participatory Approach



**Interactive Group
Interviewing and
Reflection**



**Radiant Thinking (Mind
Mapping)**



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Session 1 - Paired Appreciative Inquiry Interviews

During the first session, stakeholders were introduced to the purpose of REM and then were randomly paired to conduct Appreciative Inquiry interviews. Pairs were put into the virtual breakout rooms to exchange stories of successes of the MAP, how the experiences happened, and their impact.

Session 2 - Radiant Thinking and Group Reflection

Following session one, the MAP Evaluation Team reviewed the individual stakeholder responses and used XMind software to create a mind map to group the positive MAP impacts into core themes (Chazdon et al. 2017). Mind maps, or concept maps, are a way to draw out and visually represent relationships among different pieces of information. During the second session, the MAP Evaluation Team shared the mind map on the screen while the facilitator explored each of the core themes. Stakeholders were prompted to speak out and share more about their ripple and identify relationships and activities that needed to be captured. The session closed with stakeholders reflecting on the MAP and sharing their key learning points and what they found interesting. Following the second virtual session, the MAP Evaluation Team revisited the mind map to incorporate the information shared in the second virtual session and further refine the mind map.

“

It is such a powerful place of rich nourishment, of learning, and growing. Whether it is programmatically or personally, we can really create a lot of wonderful things when we take the approach the Department on Aging has through the MAP process.

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Key Ingredients and Themes

The upfront and ongoing investment in time, energy, and funding in the MAP process and goals had a great return for the community. While many of the components of the MAP processes were discussed, we identified the two most important “key ingredients” for success as:

1. the MAP workgroup structure and
2. the actual goals and objectives outlined in the MAP.

Looking across the shared highlights and positive stories, we identified multiple ripple effects and themes:

- **Greater knowledge sharing** among individuals and organizations.
- **Greater awareness of services** was achieved by individual workgroup members bringing information back to the organizations and communities they serve.
- OCDOA and MAP projects were recognized for their **leadership in innovation** within Orange County and beyond as other local and state-wide organizations adopted similar innovations.
- **Greater connections** spurring interagency and community collaborations, coordination instead of duplication, and group problem-solving.
- Improved and sustained **culture of partnership, hope, and continual improvement.**
- The creation of MAP goals and processes held OCDOA staff, workgroup members, and local charitable organizations **accountable** to their community.
- Increased efficiency and effectiveness of current **funding** and success in obtaining additional funds
- MAP **informed decision-making** throughout the community and within organizations.
- MAP infrastructure **facilitated adaptability** as new challenges arose, especially during the COVID-19 pandemic.
- **Increased equity in the community** through direct service and upstream policy change.

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RECOMMENDATIONS

With a quantitative analysis of the goals met, a deeper understanding of current MAP processes, and a grounding in the multitude of positive ripple effects from the current MAP, the Evaluation Team generated a list of recommendations for the next MAP. These recommendations are informed by the three-pronged evaluation and aim to build upon existing successes and expand the impact of the next MAP.



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CONTINUE BUILDING ON STRENGTHS

Continue to build on the strengths that led to the success of the MAP, such as:

- The Age-Friendly Community Framework that guided a holistic view of the community
- A governance structure that included the Workgroups, Steering Committee, and Leadership Team
- Community members that were engaged and provided input to establish goals through all steps of the process
- Broad goals which narrowed down into more specific objectives, strategies, and measurable indicators
- A quarterly meeting and reporting schedule
- Steering Committee Meetings and quarterly reports to the Aging Board as an opportunity to celebrate successes.

REFINE AND SIMPLIFY THE MAP AND MATRIX

- Write the MAP goals, objectives, strategies, and indicators within the workgroups that will implement them, rather than theoretical domain, with an emphasis on identifying who is responsible
- Assess each MAP strategy and indicator for feasibility and relevance by local experts
- Create a more balanced number of indicators among the workgroups
- Prioritize the overall number of objectives, strategies, and indicators to 3 of the most important topics and actions
- Provide a “flex” space within the matrix where workgroups can report on other updates and actions related to the higher-level goals
- Use SMART when writing indicators to avoid indicators that are vague.
- Keep all indicators on the matrix each year, but use a short-hand symbol, such as a red/yellow/green circle, next to each indicator to help leaders see progress at a glance.

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ENHANCE WORKGROUP STRUCTURE AND CONSISTENCY

- Develop a brief orientation for MAP workgroup leaders and members so as to create a common understanding and purpose
- Develop a consistent format for meetings that can then be adapted by each leader
 - Meetings should refer to the MAP goals, objectives, strategies, and indicators, but this should not be the focus. Instead, meetings should encourage collaboration, learning, and action.
 - Workgroup leaders prepare a learning opportunity for each meeting such as sharing a short video or highlighting innovative programs from a community organization. For example, new senior housing models, programs to reduce social isolation, or innovations in dementia care.
 - Action steps should be identified for leaders and members alike. For example, meeting minutes, complete with a list of action steps are emailed to workgroup members within 3 days of the meeting and leaders follow up on agreed upon actions in advance of the next meeting.
- Develop processes and structures to set expectations, supports, and rewards for workgroup leaders. Use Leadership Team meetings as an opportunity to continue developing leadership skills.
- Develop structures to increase buy-in for organizations responsible for leading MAP strategies – Do they know they are on lead? Do they agree to lead? Do they have support to lead?
- Celebrate MAP accomplishments “early and often” within workgroup meetings.

“*Joining [a MAP workgroup] is like receiving a crash course in aging services in Orange County... I'm able to do my job better.*”

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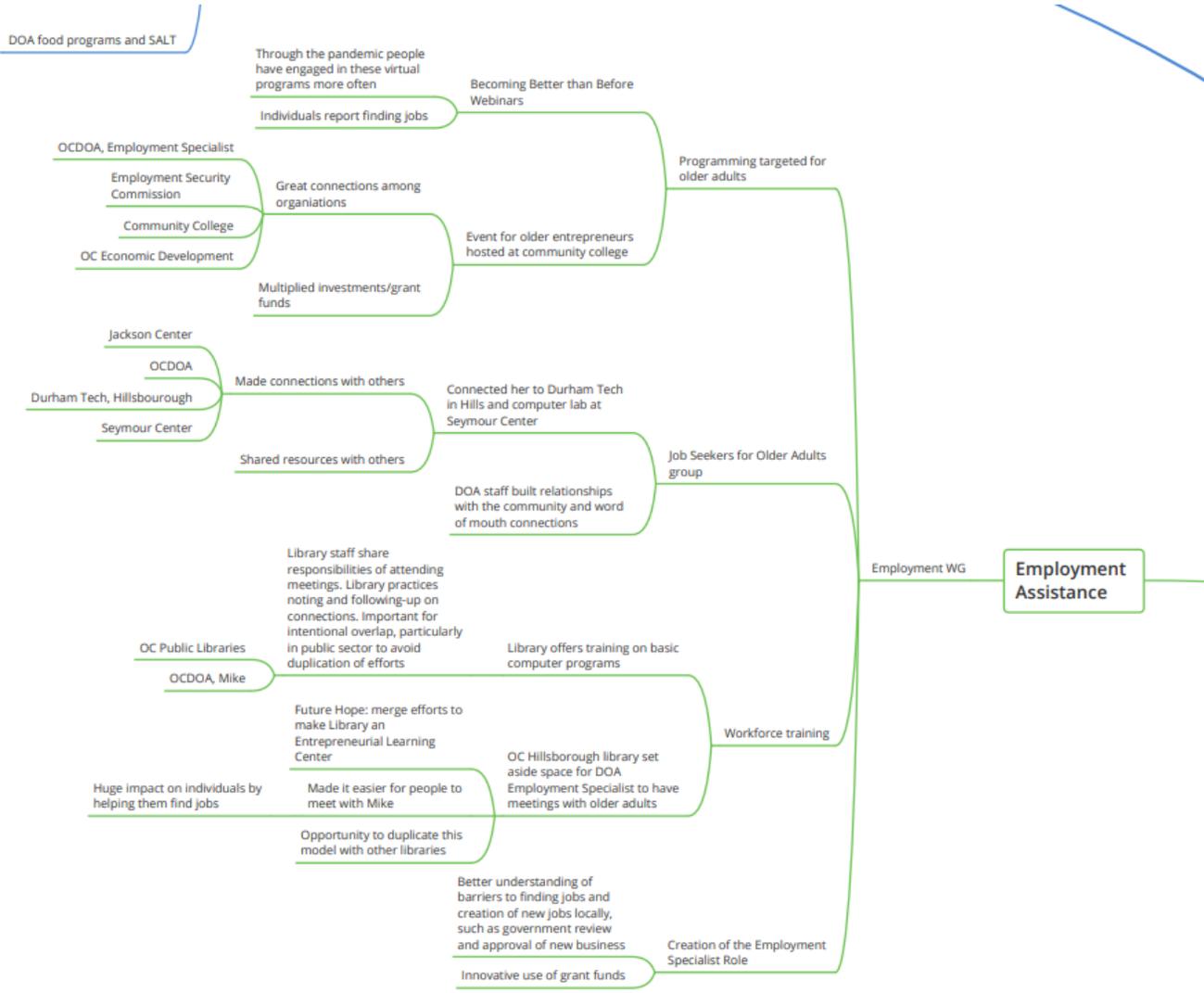
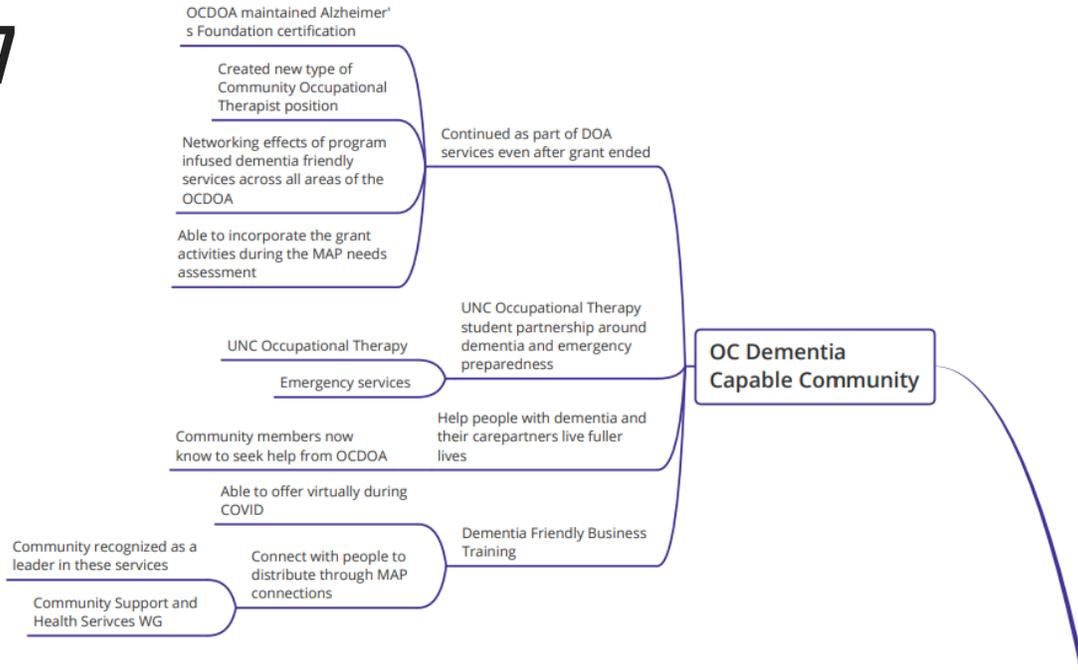
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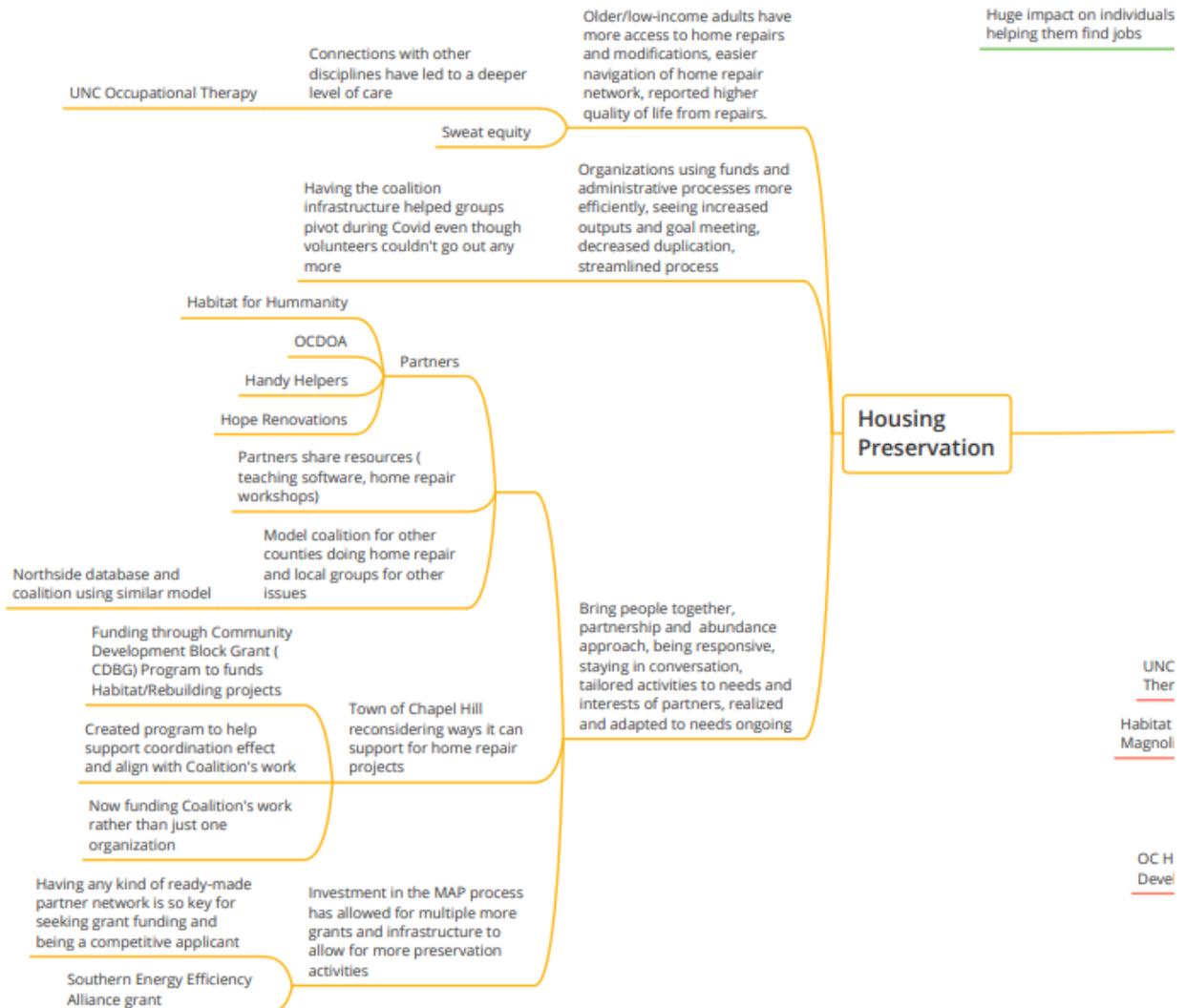
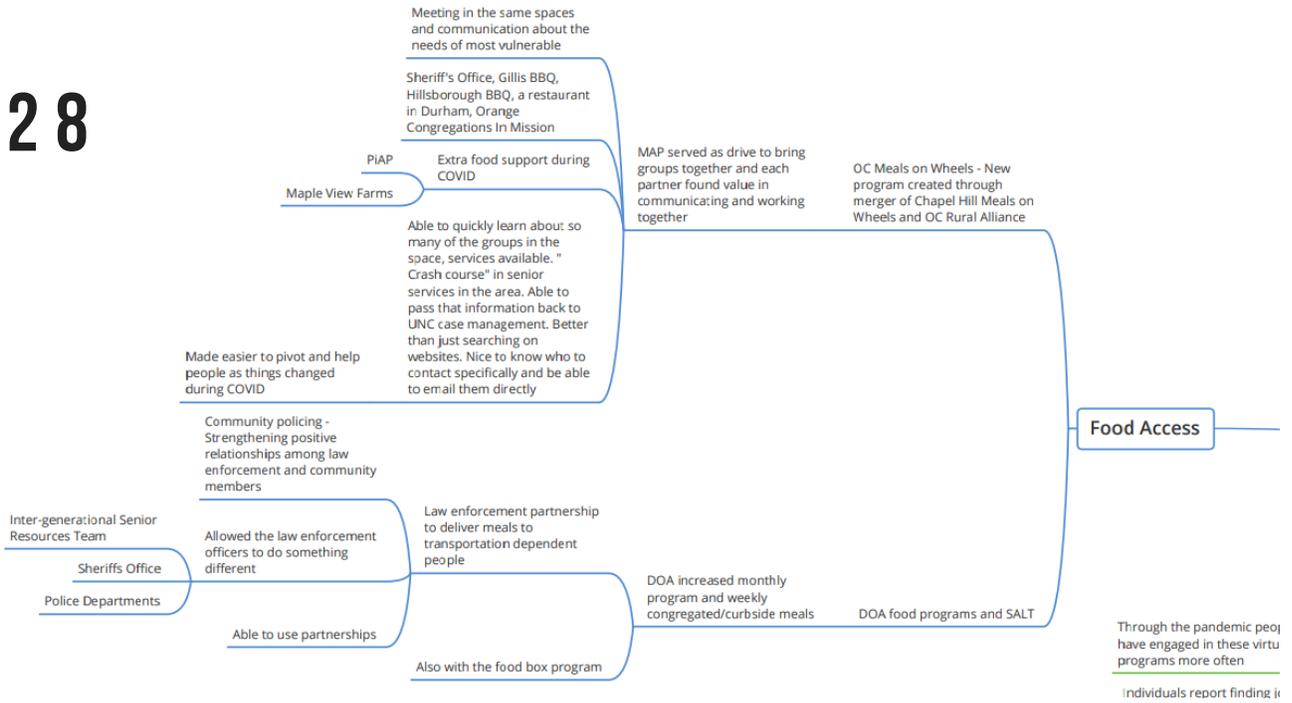
PRIORITIZE STRATEGIC ACTION ON RACIAL EQUITY

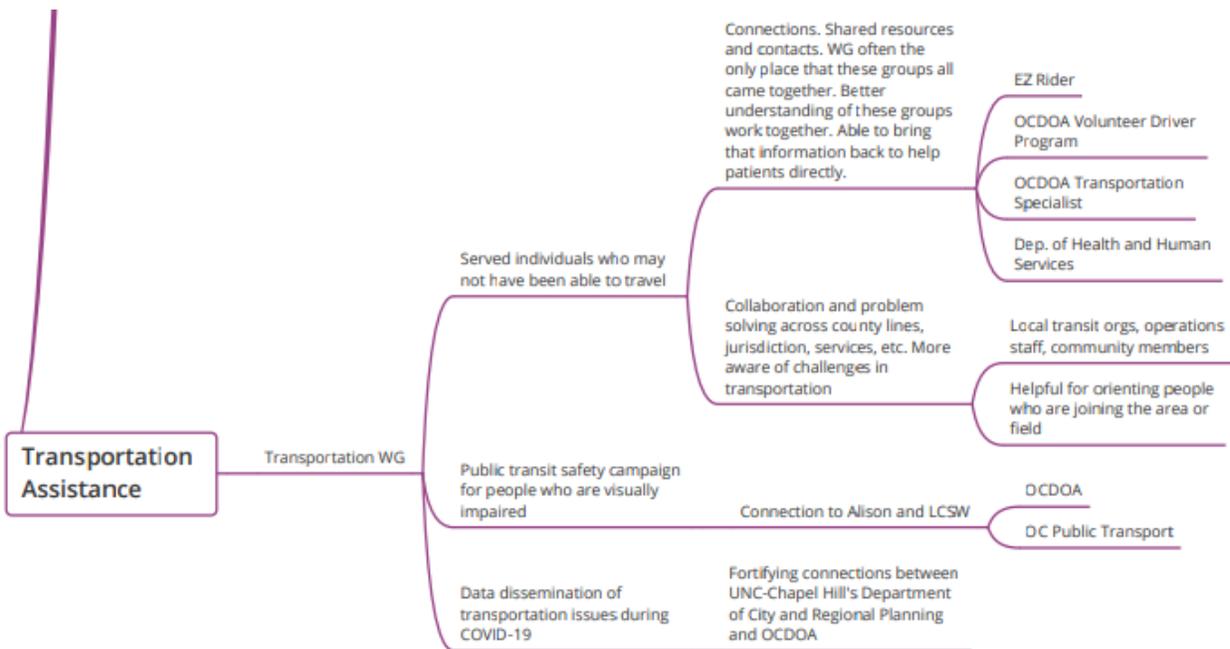
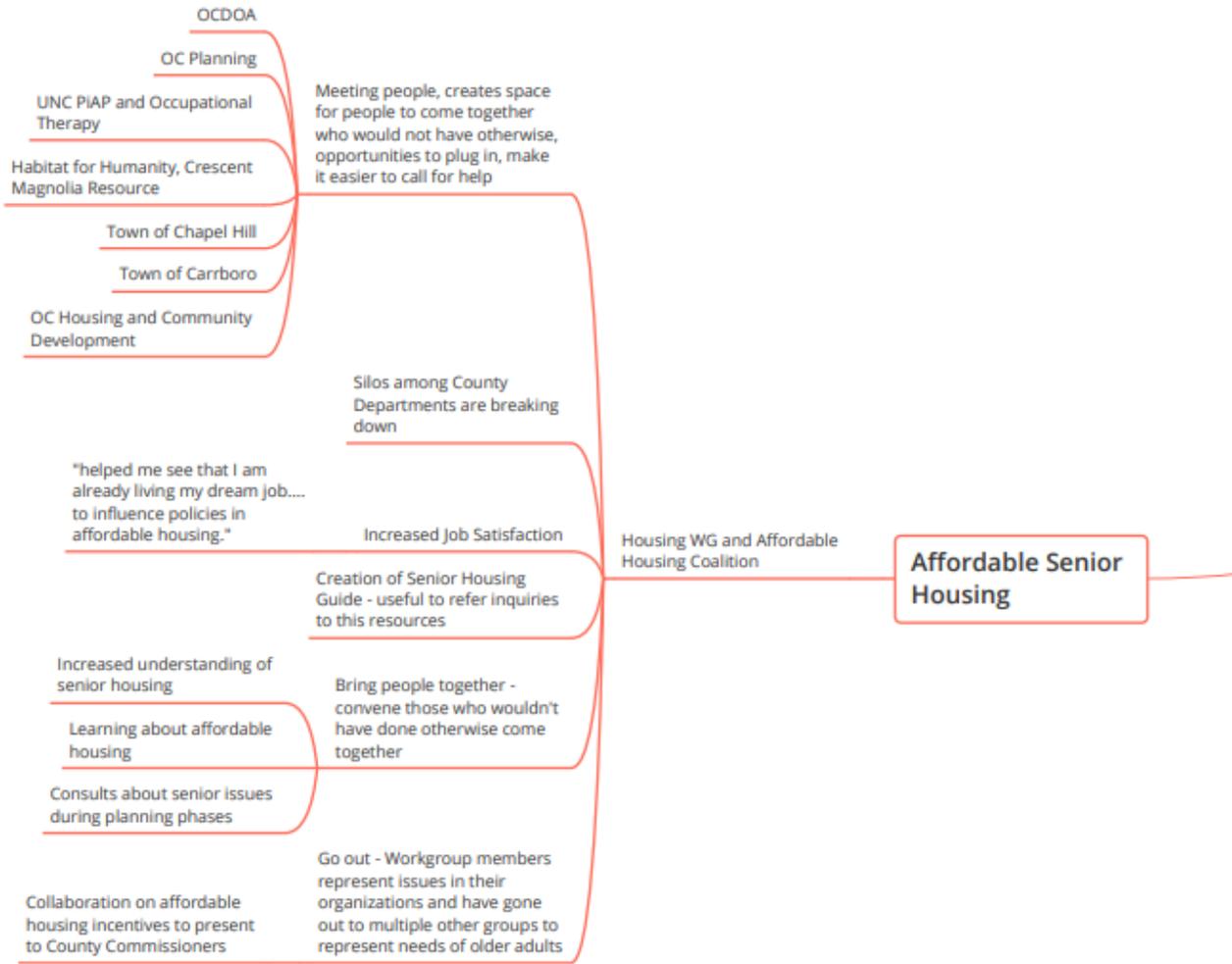
- Boldly encourage each other to name and take action to address the root causes of oppression and resulting inequities in opportunity.
- Set minimum expectations for what it means to focus on racial equity in the next MAP. For example:
 - At least one objective focused on racial equity in each workgroup
 - Prioritize including people of color on workgroups
 - Focus on how MAP can help others. Ask what is important to organizations serving communities of color and find ways for the workgroups to serve them.
 - Use clear language, so that an outsider would know the goal is focused on issues of race and equity
 - Use data to drive goals and measure success
- Racial equity work, especially building relationships and trust, requires increased financial and time resources. Constrain the number and scope of overall priorities to ensure there are enough resources to truly do the work.

“By focusing on aging equity, we raise all ships, we improve equity in our community for so many other vulnerable populations.”

”



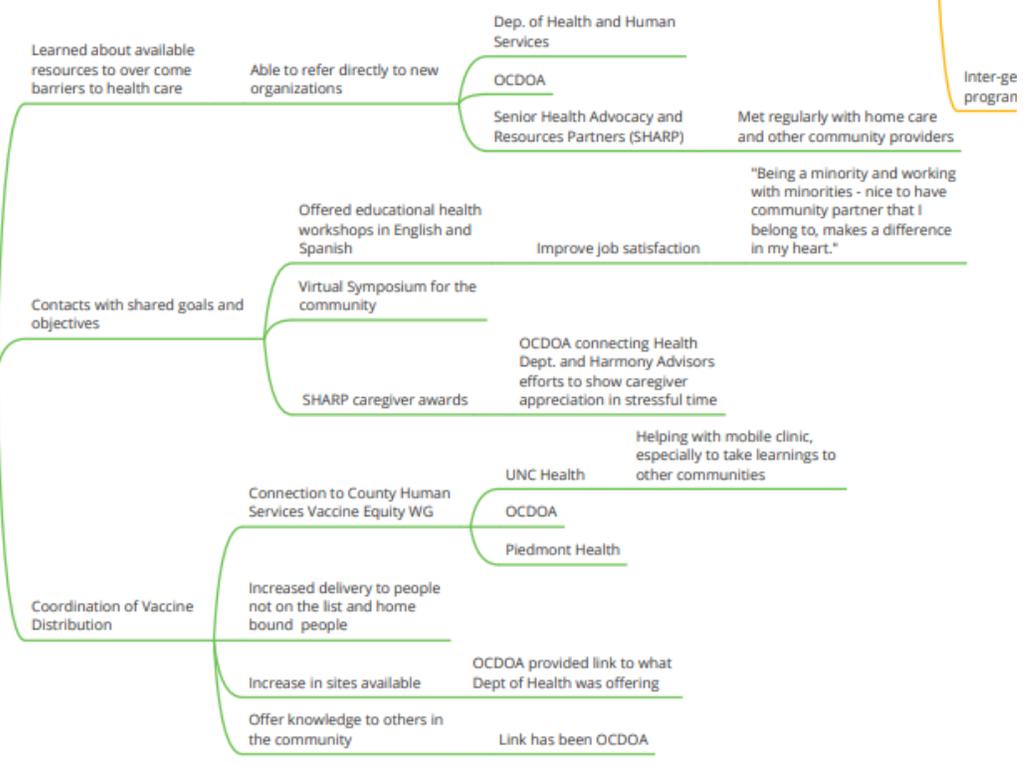




Community Integrated EMS

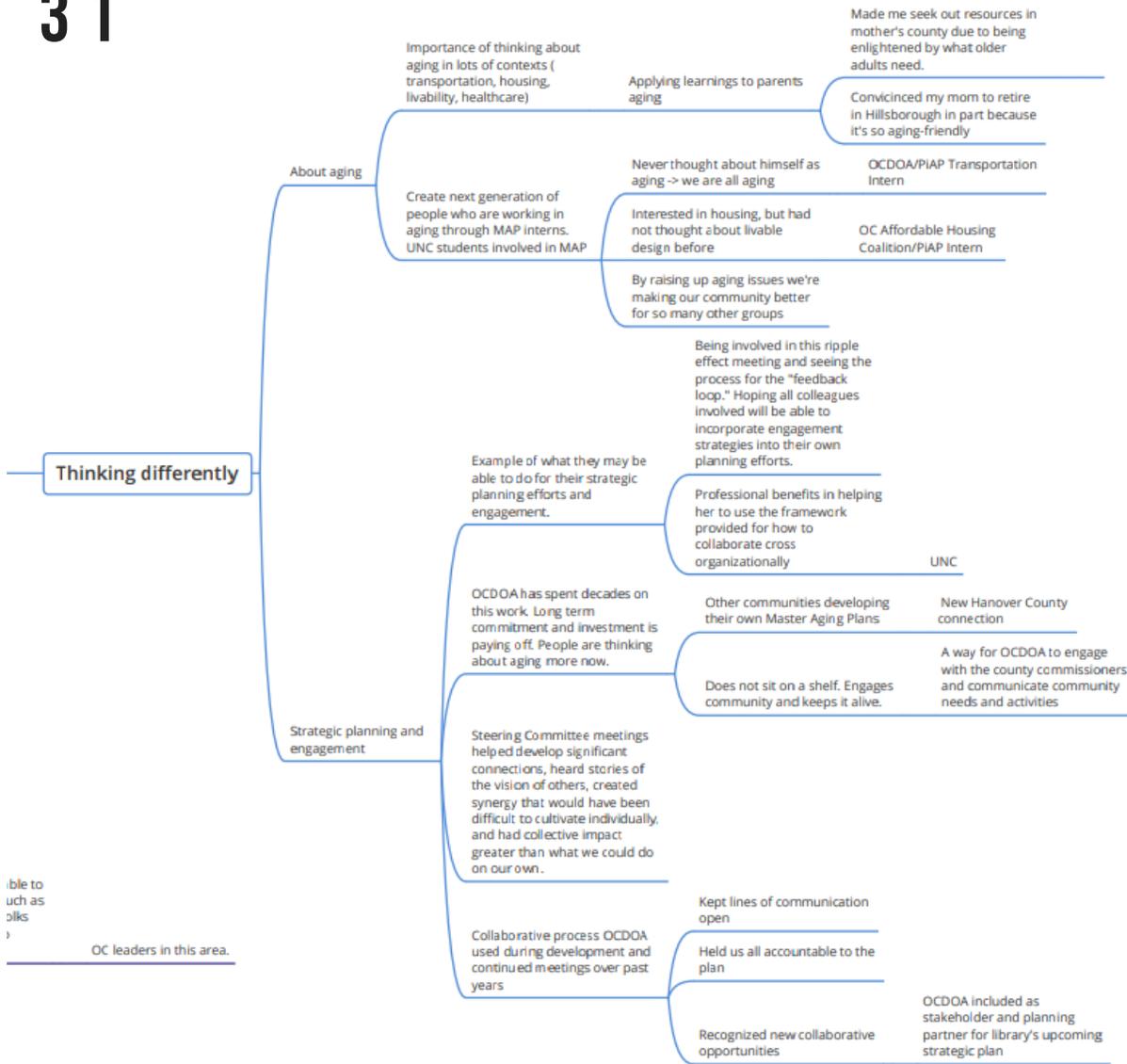


Coordination of health services

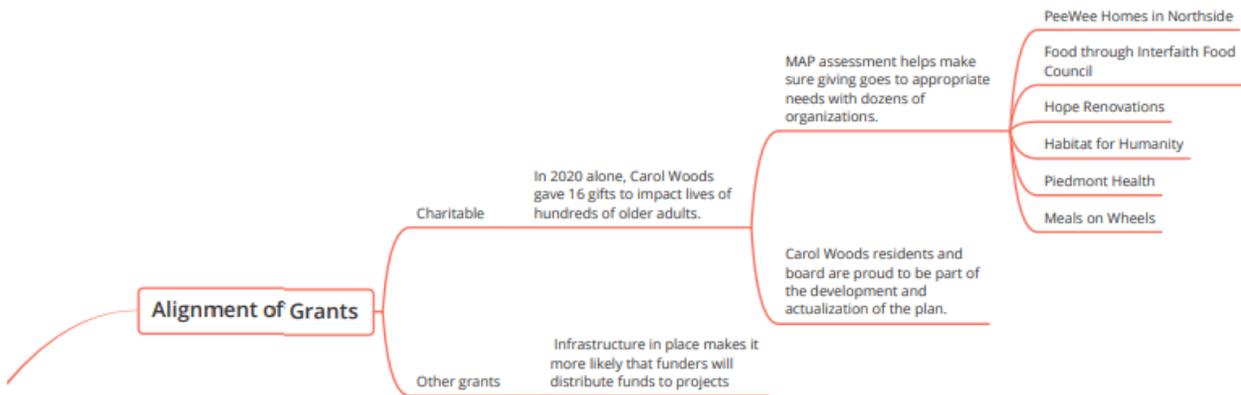


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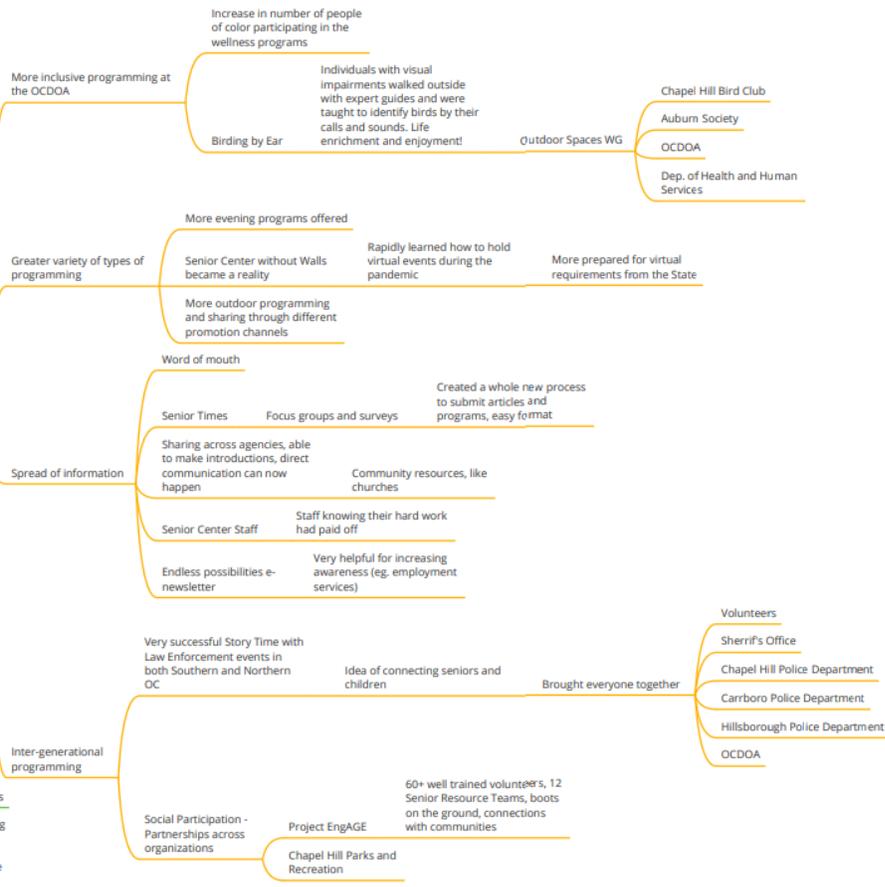
Inter-ge
program



able to
uch as
alks
)
OC leaders in this area.



Improved Programming and Participation



d Human

rocacy and rs (SHARP) Met regularly with home care and other community providers

"Being a minority and working with minorities - nice to have community partner that I belong to, makes a difference in my heart."

b satisfaction