

# Orange County's 2017-2022 Master Aging Plan

## Development Process Overview



Orange County  
Department on Aging  
Master Aging Plan



## **Age-Friendly Communities Initiative**

What is it? What are the standards?  
Why is it important?

- Orange County used the World Health Organization (<http://www.who.int/ageing/projects/age-friendly-cities-communities/en/>) and AARP (<http://www.aarp.org/livable-communities/network-age-friendly-communities/info-2014/an-introduction.html>) Age-Friendly Communities initiative as the framework for the 2017-2022 Master Aging Plan.

## What is the Age-Friendly Communities Initiative?

- Started by World Health Organization (WHO) to help cities prepare for rapidly aging populations
- AARP is the U.S. affiliate of the WHO initiative
  - Orange County was first county in North Carolina to sign on!

- In 2006, the World Health Organization launched its Age-Friendly Cities and Communities Program in an effort to help cities prepare for a rapidly aging population.
  - Older adults and service providers in 35 cities from all continents participated in focus groups to help inform the initiative.
- AARP is the U.S. affiliate of this WHO program and is heading up the initiative here.
- Both WHO and AARP have created networks of age-friendly communities that cities can join to learn from each other.
  - Orange County was the first county in North Carolina to join the AARP network!
  - Since then, Mecklenburg, Wake, and New Hanover Counties have joined the national Age-Friendly Community Network.
  - Matthews, NC was the first city in North Carolina to become an Age-Friendly City.

## What are the standards? Why are they important?

- Livability Index scores neighborhoods and communities across the U.S. for services and amenities that make it “age-friendly”



- WHO and AARP focus on 8 topic areas that comprise a community’s age-friendliness. These include: outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, and community support and health services.
- AARP also scores communities using a livability index (<http://livabilityindex.aarp.org/search>) using similar metrics.
  - You can look at scores on each domain by county, city, even zipcode!
- Additionally, WHO created checklists of essential features as part of its earlier research that communities can use when thinking about what would be “exemplary” in each domain. ([http://www.who.int/ageing/publications/Age\\_friendly\\_cities\\_checklist.pdf](http://www.who.int/ageing/publications/Age_friendly_cities_checklist.pdf))



## **Master Aging Plan**

What is it? How do we create it?  
What is the structure?

## **What is the Master Aging Plan (MAP)?**

- Strategic planning process conducted every 5 years
- Outlines anticipated need for county government services for aging population
- Community-oriented and collaborative
- Accepted for implementation by the Board of County Commissioners
- Implemented in collaboration with government and community partners over 5 year period

- The Orange County Department on Aging (OCDOA) creates the Master Aging Plan as part of its strategic planning process every 5 years.
- The purpose of the plan is to outline anticipated need for the county's aging population and to facilitate cooperation among county, town, and local health and community support providers to meet these growing demands.
- It is a work plan that the OCDOA uses throughout the 5 years and refers to regularly.
- The process is driven by the community. Community members are included in the needs assessment and are present in the work groups.
- Once the work groups create the MAP, it is accepted by the Board of County Commissioners for implementation.
- Once implementation begins, OCDOA staff report implementation progress to the Orange County Advisory Board on Aging quarterly and to members of the MAP Steering Committee annually.

## **Development of MAP**

Needs Assessment→Summer and Fall 2016

Community Planning Meetings→October 2016

Work Group Process→January – March 2017

MAP Writing Process→March – April 2017

Public Comment Meetings→April 2017

BOCC Acceptance→May 2017



Summer and Fall of 2016

## **Needs Assessment**

### Guiding Questions

1. What are you worried about when you think about aging?
2. What is Orange County already doing well?
3. What would you like to see happen? What are some “magic wand” ideas you have?

## **Who did we learn from?**

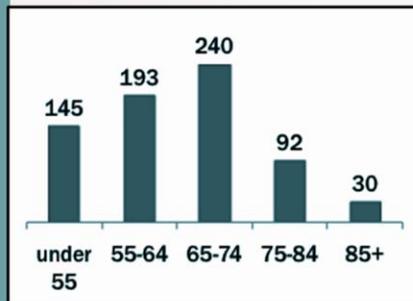
### Data Sources

- Surveys
- Focus groups
- Community meetings
- Key informant interviews

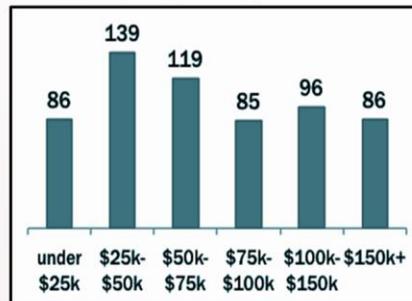
## Surveys

- 860 Orange County residents completed the survey
- 73% Urban, 27% Rural

Age of Respondents

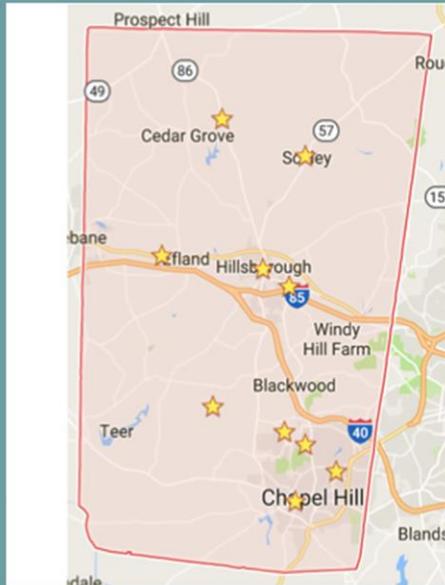


Income of Respondents



- 1,006 people opened the survey with the intent to respond. 860 were Orange County residents.
  - 85% completion rate.
- 73% urban, 27% rural – representative of the population of Orange County.
- Age – normal distribution, with the most representation in 65-74 year-old range.
- Income category – most represented income category was \$25,000-\$50,000 per household per year.

## Focus Groups



- 13 focus groups
- 63 participants
- Held across Orange County
- Held in English, Spanish, and Mandarin

## **Community Planning Meetings**

- Two 3-hour meetings
- 80 participants from the community
- Presented data from surveys and focus groups to find out:
  - If findings resonated with them
  - If anything was missing
  - What was most important to them
  - Possible solutions

## Key Informant Interviews

- Interviews with 34 key leaders in 26 agencies across the county, such as:
  - County and town government
  - Healthcare
  - Religious organizations
  - Community services
  - Other stakeholders

- The Department on Aging's Director held 26 interviews with 34 leaders.
  - Government – all mayors, all town and county managers, Triangle J, County Commissioners, nearly all county department heads
  - Health care – UNC hospital system, Piedmont Health, Duke Primary Care, Cardinal Innovations
  - Religious organizations – Orange Congregation in Mission
  - Community Services – EMS, Sheriff, Transit, Libraries
  - Other - UNC School of Public Health, AARP, UNC Community Relations, Friends of the Seymour Center
- From those interviews, we had a chance to learn what county leaders think people are concerned about when they think of aging, and the role their organizations could play in the Master Aging Plan.



## **Creation of Work Groups**

## Organizing for Action

### AARP and WHO Framework

1. Transportation
2. Outdoor Spaces & Buildings
3. Housing
4. Social Participation
5. Respect & Social Inclusion
6. Civic Participation & Employment
7. Community Support & Health Services
8. Communication & Information

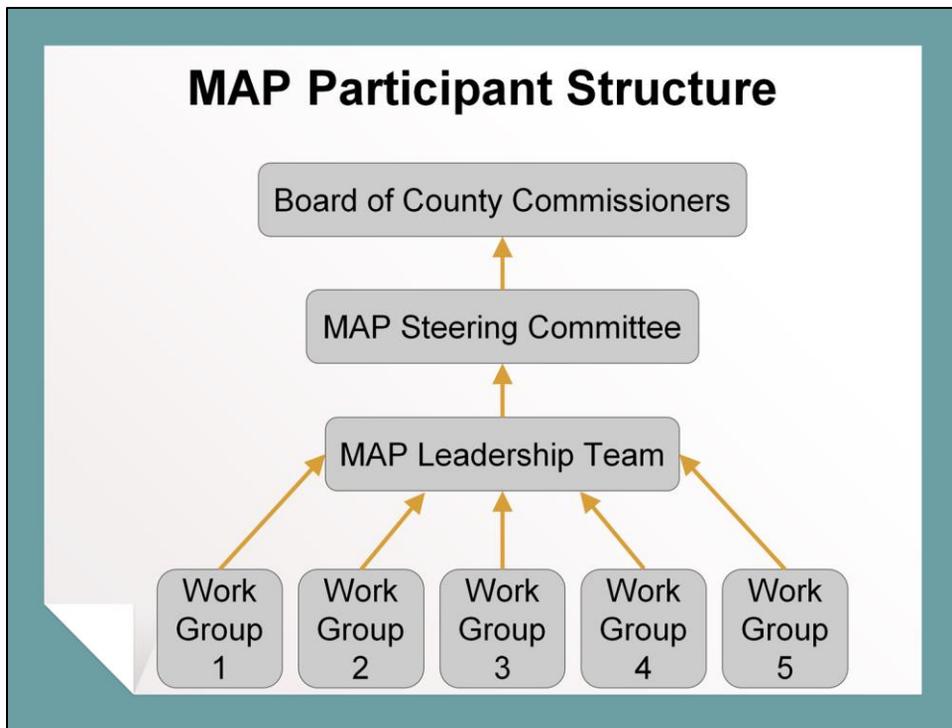
### Orange County Work Groups

1. Transportation and Outdoor Spaces & Buildings
2. Housing
3. Social Participation and Respect & Social Inclusion
4. Civic Participation & Employment
5. Community Support & Health Services

- Utilized the needs assessment data and guidance from the AARP/WHO Age-Friendly Communities framework to create 5 work groups.
- The work groups are a group of experts and interested community members who come together to study an issue and formulate the goals, objectives, and strategies for implementation that guide the Master Aging Plan.

## **Cross-Cutting Issues Addressed by All Work Groups**

- Communication and information
- Diversity of older population (income levels, urban/rural, race/ethnicity, wellness/disability, sexual orientation)
- Intergenerational opportunities
- Addressing social isolation
- Including older adults in solutions



- The 5 work groups created their own sections of the Master Aging Plan.
- Each work group was facilitated by members of the MAP Leadership Team, primarily made up of representatives from the Orange County Advisory Board on Aging, OCDOA program staff, consultants, and students. The Leadership Team meets to share progress from their work groups to ensure consistency and reduce redundancy.
- The MAP Steering Committee is made up of the directors and heads of the organizations in the county. The MAP Leadership Team reports progress to the Steering Committee and they sign off on the final MAP to make sure that a feasible plan is created.
- The MAP is accepted by the Orange County Board of County Commissioners.

## **Work Group Recruitment**

### **■ Avenues**

- Community Planning Meeting participants able to express interest
- Assignment from Steering Committee
- Word of mouth/suggestions from other work group members

### **■ Methods**

- Phone
- Email
- Personal contact

## **Work Group Participants**

- **How many?**
  - Work group sizes ranged from 20 to 30 members
  - Work groups broke into smaller, more manageable topical subgroups
- **Who?**
  - Community members
  - Employees from county and city government
  - Relevant nonprofit employees (e.g., Habitat for Humanity, Meals on Wheels, etc.)



## **Overview of the Work Group Process**

## Meeting 1: Where We've Been and Where We're Going

### **Started with:**

- Overview of age-friendly communities, MAP process, and work groups
- Overview of needs assessment data relevant to work group topic

### **Ended with:**

- Initial list of program and services in county

**Goal:** Listening, brainstorming, and team-building

## Meeting 2: Building on What We Have

### **Started with:**

- Discussion of what programs/services exist in the county and what is needed; barriers and solutions to implementation, improvement, and expansion

### **Ended with:**

- Robust list of what does and does not exist in the county and effectiveness of current services
- Goal statement ideas

**Goal:** Lay the groundwork for creating solutions and begin creating group's goal statement

## Meeting 3: Focus on Solutions

### **Started with:**

- Draft goal statement
- Review of listed barriers and think through solutions for each

### **Ended with:**

- Fleshed out problems and solutions
- Work group objectives

**Goal:** Organize key issues into themes to create objectives

## Meeting 4: Drilling into Objectives

### **Started with:**

- Draft objectives

### **Ended with:**

- More complete list of strategies for objectives

**Goal:** Creating strategies that can help fulfill objectives

## Meeting 5: What Does Success Look Like?

### **Started with:**

- Discussion about outcome indicators and key implementation leaders/partners for each strategy

### **Ended with:**

- Complete draft of work group's Master Aging Plan section

**Goal:** Finalizing draft and celebrating work



## **Overview of the Master Aging Plan Content**

## MAP Goals

- Goal 1 – Outdoor Spaces & Buildings: Optimize usability of outdoor spaces and buildings for older adults.
- Goal 2 – Transportation: Expand services and improve infrastructure for safe, accessible, and affordable travel within the community.
- Goal 3 – Housing: Improve choice, quality, and affordability of housing, including housing with services and long-term care options.
- Goal 4 – Social Participation: Promote diverse and accessible opportunities for participation and engagement of older adults.
- Goal 5 – Respect & Social Inclusion: Uphold all older adults as valuable members and resources of the community.

## MAP Goals

- Goal 6 – Civic Engagement & Employment: Connect older adults who are seeking paid employment or meaningful volunteer experience with a diverse array of opportunities.
- Goal 7 – Community Support & Health Services: Ensure the community has accessible and affordable resources to support individual health and wellbeing goals throughout the aging process.
- Goal 8 – Communication & Information: Empower older adults and their families to make informed decisions and to easily access available services and supports.

# MAP Orientation

Goal → Objective → Strategy → Indicators

**MAP Goal 1:** Optimize usability of outdoor spaces and buildings for older adults.

**Objective 1.1:** Increase engagement of older adults in planning, monitoring, and maintenance processes.

**Strategy 1.1.1:** Increase channels of communication and collaboration between older adults and planning organizations in Orange County relative to outdoor spaces and buildings.

#### INDICATORS

1.1.1a. A representative from the Orange County Department on Aging (OCDOA) Advisory Board on Aging is added to the Intergovernmental Parks Workgroup.

1.1.1b. A survey is conducted specifically dealing with natural areas to assess desires of older adults regarding natural surface trails, amenities, and ways to publicize characteristics of the natural areas.

1.1.1c. Increased communication from and to nature-related organizations regarding natural areas and other public outdoor spaces is achieved through town Planning and Parks and Recreation Departments.

**RESPONSIBLE AGENCIES:** OCDOA, in collaboration with Orange County Department of Environment, Agriculture, Parks and Recreation (DEAPR), and town Planning and Parks and Recreation Departments

Orange County's full 2017-2022 Master Aging Plan can be found here:  
[http://www.orangecountync.gov/departments/aging/MAP\\_Final\\_5-1-17.pdf](http://www.orangecountync.gov/departments/aging/MAP_Final_5-1-17.pdf)



## **Sustainability of the Master Aging Plan**

## **MAP Sustainability**

Achieved through:

- Oversight by the MAP Steering Committee
- Integration and participation by many stakeholders and organizations
- Community engagement and ownership
- Monitoring and evaluation plan

## **MAP Steering Committee**

- Elected officials, leaders of government agencies, nonprofit organizations, healthcare providers
- Involved throughout the planning process
- Committed staff and expertise to the MAP work groups
- Reviewed draft MAP and provided feedback
- Committed to specific goals, objectives, and strategies
- Committed to future meetings throughout the upcoming 5 years

## **Agency Stakeholder Integration**

- Participation in:
  - Needs assessment (key informant interviews)
  - Steering Committee and work groups
  - Implementation and evaluation
- Attempt to protect and expand existing programs and services in the county
- Allowed for agency commitment to specific strategies outlined in the MAP

## **Community Engagement and Ownership**

- Participation in local government and planning processes
- Provided more viewpoints and experiences of county's strengths, challenges, and opportunities for growth
- Increased ownership of MAP makes for better monitoring and evaluation because community wants to be kept updated
- Stepping stone for continued community and civic engagement

## **Monitoring and Evaluation Plan**

- Indicators are included in MAP to help measure success
- Living document that can guide the efforts of OCDOA and other agencies
- MAP Steering Committee and select members of MAP work groups will continue to monitor progress
- Regular updates provided to MAP Steering Committee, Orange County Advisory Board on Aging, and public