

Lieutenant Governor's Office Annual Accountability Report



FISCAL YEAR 2011 – 2012
SEPTEMBER 17, 2012

The Honorable Glenn F. McConnell
Lieutenant Governor of South Carolina



Office of the Lieutenant Governor Accountability Report Transmittal Form

Agency Name: **Lieutenant Governor's Office**

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Section I: Executive Summary

I.1 Mission, Values, and Vision of the Lieutenant Governor's Office

The mission for the Office of the Lieutenant Governor is to fulfill the constitutional duties of the office and the Lieutenant Governor's role as President of the Senate. As the state's second ranking Constitutional Officer, the Lieutenant Governor provides leadership on legislative matters and public policy for the State of South Carolina and serves as the state's chief advocate for senior citizens. The Lieutenant Governor's Office works to meet the present and future needs of seniors and to enhance the quality of life for seniors through advocating, planning and developing resources in partnership with federal, state and local governments, non-profits, the private sector and individuals.

The values established for the Lieutenant Governor's Office put South Carolina seniors first and include outstanding customer service, excellence in government, person-centered care, team work and research-based decision making.

The vision set for the Lieutenant Governor's Office allows for seniors to enjoy an enhanced quality of life, contribute to communities, have economic security and receive supports necessary to age independently with choice and dignity.

I.2 Major Accomplishments

NOTE: The sudden change in the agency's administration in March did not allow the current leadership a full year to implement goals and objectives.

The Lieutenant Governor's Office had the following major accomplishments:

1. The Lieutenant Governor's Office awarded scholarships to outstanding high school journalists and their faculty advisors in collaboration with the Central Carolina Community Foundation and the South Carolina Scholastic Press Association.
2. The Lieutenant Governor's Bridging Generations Writing Award for 8th grade students was established and awarded in 2012.
3. In an effort to bring transparency and accountability to the agency, the funding for both the Lieutenant Governor's Office and the Office on Aging was restored.
4. Lieutenant Governor McConnell worked with the General Assembly to increase the Office on Aging's home and community-based services by \$2,000,000.
5. The Lieutenant Governor's Office websites were reformatted to provide a more modern look and to deliver up-to-date information.
6. Lieutenant Governor McConnell hosted a weekly show which was broadcasted on ETV World and ETV.org called "This Week in the State House" to highlight legislative and senior issues.

7. In partnership with the South Carolina Press Association, Lieutenant Governor McConnell wrote a bi-monthly column "Aging Matters" which provided pertinent information relating to senior issues.
8. When he was not presiding in the Senate, Lieutenant Governor McConnell scheduled speaking engagements to community organizations focused on senior issues.
9. A fall tour is planned for Lieutenant Governor McConnell to visit aging facilities throughout South Carolina to assess existing aging services and gather suggestions on improvements from local seniors, caregivers and residents.
10. With assistance from corporate sponsors, a program was established by the Lieutenant Governor's Office to distribute emergency relocation bags containing basic personal and hygiene necessities. The relocation bags provide stability to seniors or vulnerable adults who are dislocated from facilities until their funding at the new facility is established.
11. The Lieutenant Governor's Office developed plans for Ethics, Customer Relations and Information Security Trainings for all employees.
12. The Lieutenant Governor's Office worked with the South Carolina Department of Health and Human Services to develop a statewide nursing home data system. The Nursing Home Bed Locator is updated daily to provide a snapshot of available beds at the 192 facilities throughout the state. The website is <http://nfbl.sc.gov/>.
13. The Person-Centered Hospital Discharge Planning 18-month Pilot conducted at the Spartanburg Regional Hospital with Appalachia Aging and Disability Resource Center (ADRC) and other community partners has concluded, and data analysis is underway. The lessons learned from this grant will contribute to the development of care transition models in South Carolina and will encourage people transitioning home after a hospital stay to take several simple steps to improve their safety and reduce their chances of needing an unnecessary hospital readmission. These simple evidence-based steps are valuable for individuals of all ages.
14. The Lieutenant Governor's Office and 15 nonprofit organizations eligible for voluntary check-off donations from taxpayers joined forces for the first Checkoff South Carolina campaign in January 2012. The campaign is a statewide effort aimed at educating taxpayers and tax preparers about check-off giving and a web site was launched at checkoff.sc.gov to inform taxpayers about the participating organizations.
15. This fiscal year, the Lieutenant Governor's Office initiated a sustainable partnership meeting between the Lieutenant Governor's Office on Aging and the disability community including the Centers for Independent Living, Statewide Independent Living Council, the South Carolina Department of Disabilities and Special Needs and the South Carolina Department of Health and Human Services.
16. The Lieutenant Governor's Office developed a model Veteran Directed Home and Community Based Services (VDHCBS) program and has responded to several requests

from other states to provide assistance on developing their VDHCBS programs. This program has expanded from the Trident region to the Midlands region in the state, with plans to expand to other regions throughout the upcoming year.

I.3 Key Strategic Goals for the Present and Future Years

Goal 1: Improve Quality and Length of Healthy Life for the Senior Population

Strategic Goal A: Provide programs and better coordinated services, education and information to help seniors prevent or delay the onset of chronic conditions and maintain independence and quality of life.

Strategic Goal B: Promote opportunities for seniors and their families to help exercise more control of and access to the services they receive.

Strategic Goal C: Partner with the Area Agencies on Aging (AAAs)/Aging and Disability Resource Centers (ADRCs) to deliver information, assistance, training and respite to family members caring for seniors and persons with disabilities.

Strategic Goal D: Continue educating policy makers about the many valuable services provided through the agency's Home and Community Based Services.

Strategic Goal E: Increase awareness of aging issues; encourage consensus for policy change.

Strategic Goal F: Improve transportation services for seniors statewide. Currently, the Santee Lynches ADRC and Appalachia ADRC have Assisted Ride grants with the SC Department of Transportation to provide transportation services for seniors and caregivers, which should be expanded statewide.

Goal 2: Improve Protections for the State's Vulnerable Adults

Strategic Goal A: Administer the Long Term Care (LTC) Ombudsman Program as mandated by the Older Americans Act (OAA) and state statutes.

Strategic Goal B: Provide Elder Rights and legal assistance programs for the elderly.

Strategic Goal C: Provide programs for the prevention of elder abuse, neglect and exploitation.

Goal 3: Manage OAA and State Resources for Mandated Services

Strategic Goal A: Request, plan, allocate and advocate for state resources.

Strategic Goal B: Monitor aging providers to ensure compliance with federal and state requirements and to ensure better coordinated services.

Strategic Goal C: Meet federal and state reporting requirements on a timely basis.

Strategic Goal D: Enhance research and data collection to improve effectiveness of aging services.

Strategic Goal E: Create an environment which embraces progressive ideas in the aging network, to include cost-sharing and private pay for aging services.

Strategic Goal F: Implement changes to the statewide Needs Assessment process so that those seniors with the greatest needs are served first.

I.4 Key Strategic Challenges

The Lieutenant Governor's Office must address several strategic challenges facing South Carolina, especially in regard to aging programs in order to provide improved and better coordinated services. These challenges include a growing senior population with a greater demand for aging services, declining numbers of nursing home beds and unstable revenue sources. In recent years the Lieutenant Governor's Office has relied heavily on grant opportunities in order to support aging activities. However, many of the Administration on Aging grants are ending soon and the sustainability of these programs and services will be a critical challenge. In order to continue the agency's mission and to maintain service for its senior clients, the agency will aggressively seek new funding opportunities.

Another challenge facing the agency is the perception that the Office on Aging is primarily a nutrition and meal provider and that the agency competes with "Meals on Wheels" which is a privately funded non-profit organization. In reality, Home and Community Based Services and Meals on Wheels' services complement each other.

Home and Community Based Services Not Offered by Meals on Wheels

Services	LGOA Home and Community Based Services	Meals on Wheels
Home Delivered Meals	Yes	Yes
Meals Served at Group Sites	Yes	No
Transportation Services	Yes	No
I&R-A (Information & Assistance Services)	Yes	No
Respite Services	Yes	No
Legal Assistance	Yes	No
Caregiver Support	Yes	No
Homemaker Services	Yes	No
Minor Home Repairs	Yes	No
Health Promotion/Physical Fitness	Yes	No
Statewide Coverage Area	Yes	No

The agency is challenged by an aging network that must adapt to changing times and embrace new ideas in order to serve the state's growing senior population. It is critical that the aging network embrace a paradigm shift which provides better coordinated services and generates new revenues for aging services. Some of the changes that should be addressed include more consumer choices, better needs assessment processes, private pay and cost sharing for services.

In an effort to modernize and enhance services, the agency is working with the AAAs/ADRCs in order to improve the Client Assessment System, with the goal of serving those seniors who have the greatest need. According to the Older Americans Act, those with the greatest need include: low-income older individuals, including low-income minority older individuals, older individuals with limited English proficiency and older individuals residing in rural areas.

In 2012, the agency asked the AAAs/ADRCs to initiate Cost Sharing Programs in order to generate revenues and to serve more seniors through a pilot program. By updating the assessment system some seniors may not rank high enough to receive aging services, but some of these seniors may be in the financial position to share some of the costs of their services. Cost sharing benefits the seniors who wish to receive aging services, while providing additional funds to enhance services to those seniors with a greater need. An additional tool to serve more seniors would be to introduce private pay measures.

Transportation continues to be another major challenge for the aging network in South Carolina. Two AAAs/ADRCs, Santee Lynches and Appalachia, have established Assisted Rides Programs and partnered with the South Carolina Department of Transportation through grant opportunities that assist seniors and their caregivers with critical transportation needs. The Lieutenant Governor's Office will continue working with South Carolina Department of Transportation and all the AAAs/ADRCs to expand this transportation project statewide. Transportation is a critical service which allows seniors to meet their daily needs, and to achieve the ultimate goal of remaining independently and safely in their homes. Without adequate transportation seniors eventually have to relocate with family or be institutionalized.

I.5 How the Annual Accountability Report is used to Improve Organization Performance

The Annual Accountability Report is a valued resource for communicating agency achievements, goals and performance of activities. The report has resulted in the use of more strategic planning and in-depth evaluation of agency processes. The report process provides opportunities to improve office operations and to allow more efficient programming and service delivery for South Carolina's seniors. Data gathered for the report is useful in ongoing strategic planning actions.

Section II: Organizational Profile

II.1 Main Products, Services and Primary Delivery Method

The Lieutenant Governor fulfills his constitutional duties, including serving as the President of the Senate. As President, the Lieutenant Governor presides over the Senate when it is in session. As a constitutional officer, the Lieutenant has a large volume of constituent casework, and he works with state and local officials to address issues such as economic development and job creation.

The Lieutenant Governor's Office is also the federally designated State Unit on Aging (SUA); the Lieutenant Governor's Office on Aging is responsible for administering all of the federal OAA funds as well as the state funds appropriated for aging services by the South Carolina General Assembly. The agency is required by law to allocate federal funds (through a formula) to the 10 Planning Service Areas (PSAs) known as AAAs/ADRCs for regional planning, resource coordination, client needs assessments and oversight of a coordinated service delivery system. The AAAs/ADRCs competitively procure a wide range of home and community based services delivered locally to seniors by providers/contractors.

- **Long Term Care Ombudsman:** The State Ombudsman Program is housed in the Lieutenant Governor's Office on Aging and has additional ombudsmen who are housed in the regional AAAs/ADRCs. The ombudsmen are advocates for seniors and investigate cases of neglect and abuse at assisted living and nursing facilities. The Friendly Visitor program complements the Ombudsman Program by having volunteers who regularly visit assisted facilities to check for cases of neglect and abuse. The Friendly Visitors report back to the Ombudsmen who follow up with investigations as needed.
- **Elder Rights:** The Lieutenant Governor's Office provides legal service development, elder abuse prevention and advanced directives such as living will planning for seniors needing assistance.
- **Aging Services:** The Lieutenant Governor's Office provides aging services that are designed to enhance the lives of seniors and give them the resources necessary to remain home safely and independently. Some of the services offered include group dining sites, home delivered meals, transportation, home care, employment services and legal services. The agency also provides insurance counseling, education and training, family caregiver support, the Alzheimer's Resource Coordination Center (ARCC) and the VDHCBS.
- **Program Services Division:** The Program Services Division is responsible for agency outreach, policy, planning and reporting. Other activities include SC Access, senior center liaison services and agency emergency preparedness.
- **Consumer Information and Caregiver Services:** ADRCs now operate in all 10 regional PSAs in South Carolina. The ADRCs are one-stop locations for aging and disability information in the regions.

II.2 Key Customer Groups and Their Key Requirements/Expectations

The Lieutenant Governor's Key Customer Groups are:

- The Lieutenant Governor who insists on a cost effective administration that provides quality care and client satisfaction.
- The General Assembly which authorizes and appropriates the funds that provide services to South Carolina's seniors.
- All seniors in South Carolina, their families and caregivers who receive aging services for their needs and advocacy for their concerns.
- AAAs/ADRCS that provide regional services for seniors, caregivers and residents of Long Term Care facilities that look to the Lieutenant Governor's Office on Aging for oversight, guidance and financial and advocacy support.
- Residents of Long Term Care Facilities and their families, who look to the Lieutenant Governor's Office on Aging to provide information, assistance and protection from abuse, neglect and exploitation.
- Residents of the Department of Disabilities and Special Needs (DDSN) and Department of Mental Health facilities who look to the Lieutenant Governor's Office on Aging for information and assistance as well as protection from abuse, neglect and exploitation in partnership with the State Law Enforcement Division (SLED).

- Local service providers who contract with the AAAs/ADRCs, and who are on the front lines delivering critical and needed services to South Carolina's senior citizens.
- Communities who look to the Lieutenant Governor's Office on Aging for information and assistance, and, when available, grants.

II.3 Key Stakeholders

- Seniors, their families and caregivers
- Taxpayers
- Persons with disabilities and disability advocates
- AAAs/ADRCs and local contractors
- Federal, state and local government agencies
- Community organizations and advocacy groups that serve seniors
- Institutions of higher education
- Advisory boards and committees

II.4 Key Suppliers and Partners

- Federal, state and local governments
- Service providers in the aging network
- Community organizations and advocacy groups that serve seniors
- Information technology providers
- Institutions of higher education

II.5 Operation Location

The Lieutenant Governor's Office is located on the first floor of the State House.

II.6 Number of Employees

The Office of the Lieutenant Governor is currently authorized forty-seven (47) Full Time Equivalents (FTEs). Of these, forty-one (41) FTEs are classified and six (6) are unclassified. The Lieutenant Governor's Office has thirty-five (35) employees and twelve (12) vacancies.

II.7 Regulatory Environment under Which the Agency Operates

The Constitution of South Carolina dictates how the Lieutenant Governor fulfills his duties and Section 43-21-40 of the South Carolina Code of Laws authorizes the State Unit on Aging to be housed in the Lieutenant Governor's Office. The Lieutenant Governor's Office is the federally designated State Unit on Aging and administers aging specific programs of the federal and state government.

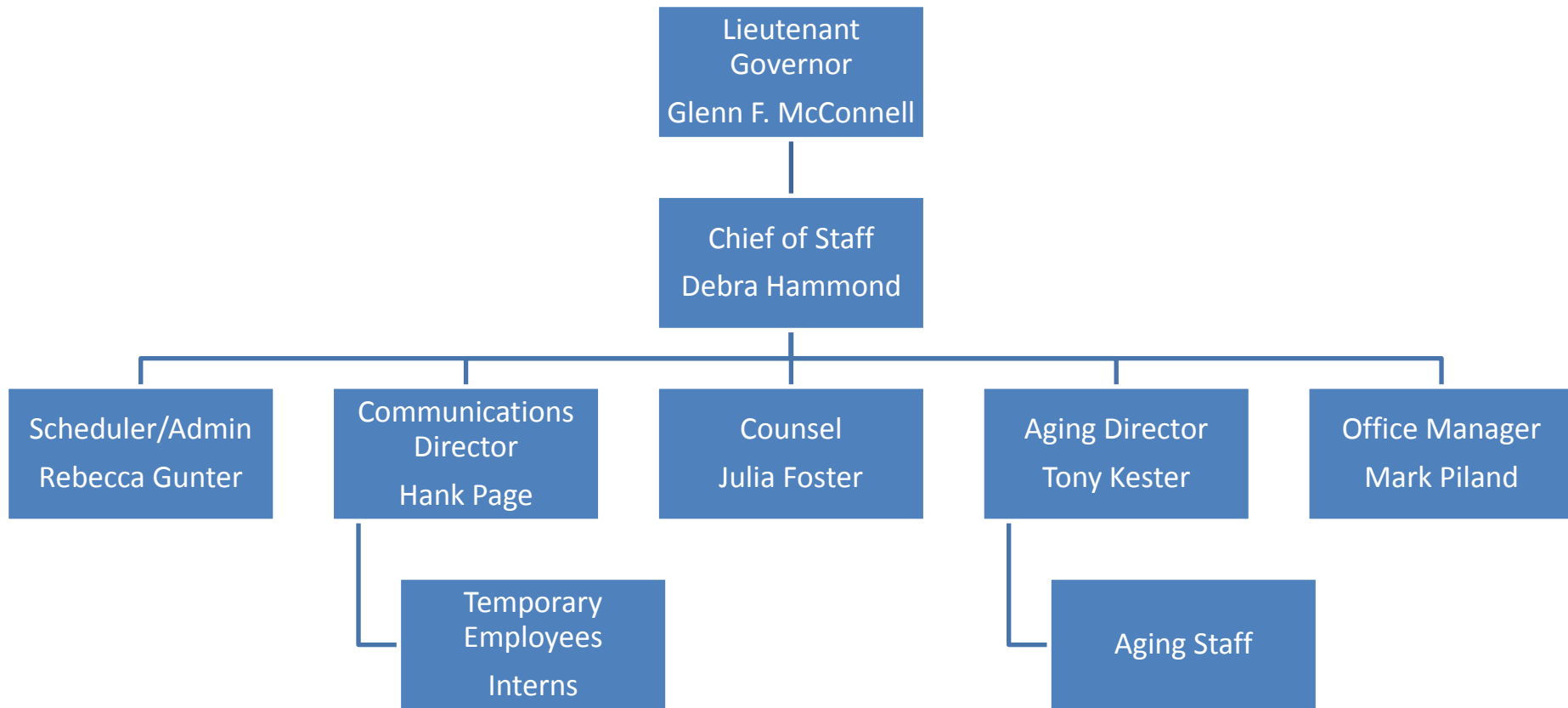
II.8 Performance Improvement System

The Lieutenant Governor's Office continues to improve operations by using current technologies and updating staff tools and resources to provide superior customer service to South Carolina's

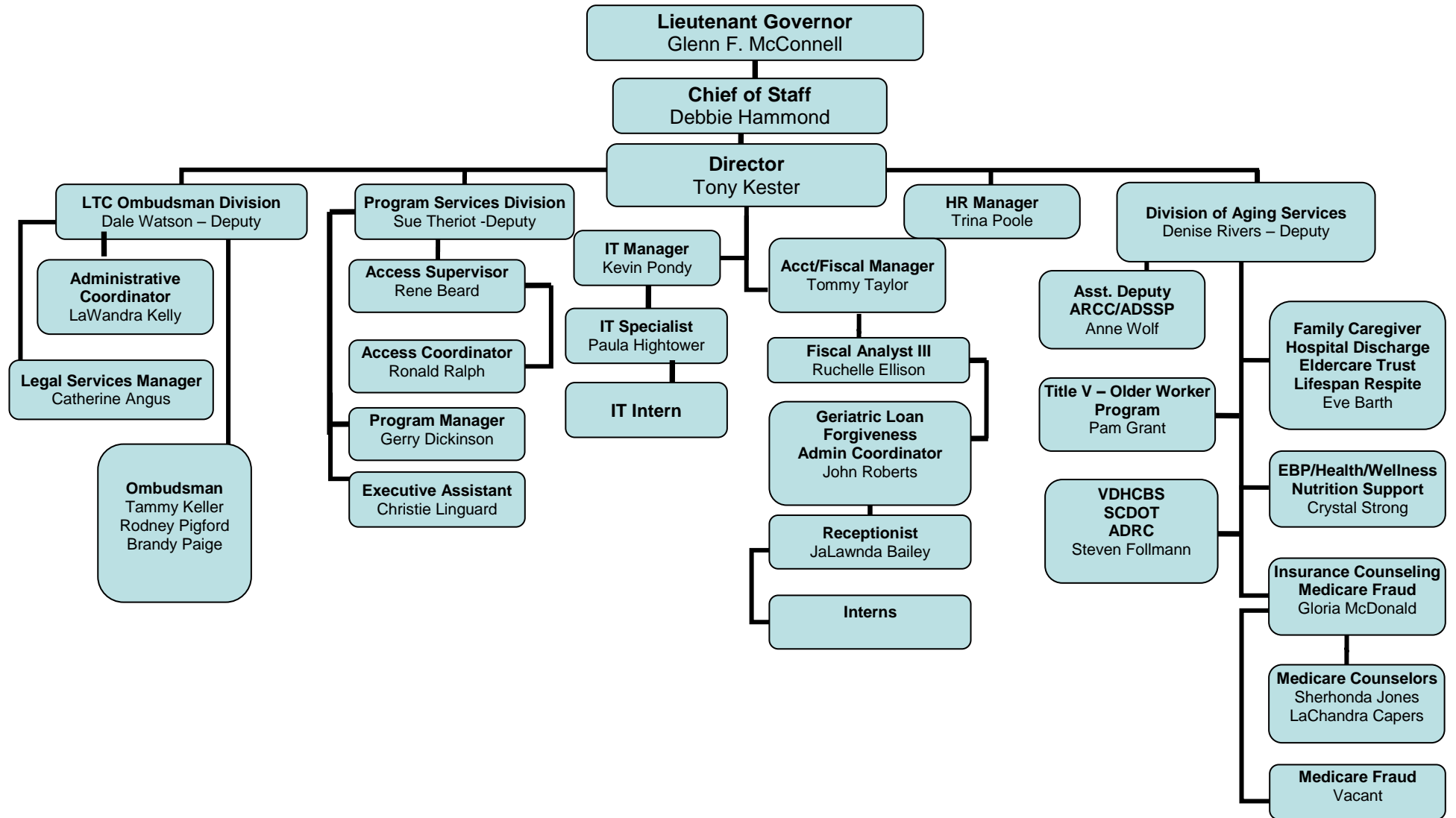
senior citizens. The agency's websites and SC Access provide an online informational link to seniors, their families and caregivers who are seeking the latest information on aging services and programs. With the transition of a new Lieutenant Governor, policies and procedures will be updated in order to improve office performance and to continue enhancing the lives of South Carolina's senior citizens.

II.9 Office of the Lieutenant Governor and the Lieutenant Governor’s Office on Aging’s Organization Charts

A. Office of the Lieutenant Governor



B. Lieutenant Governor’s Office on Aging Organizational Chart



II.10 Expenditure/Appropriations Chart

**Accountability Report Appropriations/Expenditures Chart
Base Budget Expenditures and Appropriations**

Major Budget Categories	FY 10-11 Actual Expenditures		FY 11-12 Actual Expenditures		FY 12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$2,098,911	\$1,032,171	\$1,976,168	\$954,365	\$2,296,151	\$1,161,053
Other Operating	\$950,055	\$145,357	\$996,344	\$222,272	\$1,261,073	\$195,602
Special Items	\$1,826,234	\$1,826,234	\$1,645,125	\$1,645,125	\$3,650,500	\$3,650,500
Permanent Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Case Services	\$255,528	\$0	\$332,398	\$50,921	\$2,190,700	\$0
Distributions to Subdivisions	\$27,795,573	\$712,624	\$26,985,278	\$1,271,621	\$29,066,308	\$1,122,124
Fringe Benefits	\$611,591	\$299,482	\$594,774	\$287,353	\$703,467	\$428,823
Non-recurring	\$443,068	\$0	\$0	\$0	\$0	\$0
Total	\$33,980,960	\$4,015,868	\$32,530,087	\$4,431,657	\$39,168,199	\$6,558,102

Other Expenditures

Sources of Funds	FY 10-11 Actual Expenditures	FY 11-12 Actual Expenditures
Supplemental Bills	\$0	\$0
Capital Reserve Funds	\$0	\$0
Bonds	\$0	\$0

- Key Cross-References link to Category 7 - Business Results by a Chart number that is included in the 7th section of this document.

II.11 Major Program Areas for Lieutenant Governor’s Office

Program Number and Title	Major Program Area Purpose (Brief)	FY 10-11 Budget Expenditures	FY 11-12 Budget Expenditures	Key Cross References for Financial Results*
I. Admin Lieutenant Governor	Fulfills constitutional duties and serves as President of the Senate. Provides executive leadership, constituent services and leads the Office on Aging.	State: \$278,424 Federal: Other: \$100,000 Total: \$378,424 % of Total Budget: 1%	State: \$248,638 Federal: \$0 Other: \$0 Total: \$248,638 % of Total Budget: 1%	N/A
II.A Office on Aging Admin	Provides leadership, training, and coordination to promote services to seniors.	State: \$899,104 Federal: \$1,865,688 Other: \$5,748 Total: \$2,770,540 % of Total Budget: 8%	State: \$2,357,420 Federal: \$1,777,009 Other: \$206,136 Total: \$4,340,565 % of Total Budget: 13%	Section III.7.1 A-B
II.B Aging Assistance	Provides funding for aging services and programs in order to improve the quality and length of life for South Carolina’s seniors.	State: \$2,538,858 Federal: \$23,784,248 Other: \$3,897,298 Total: \$30,220,404 % of Total Budget: 89%	State: \$1,538,246 Federal: \$23,377,893 Other: \$2,430,227 Total: \$27,346,366 % of Total Budget: 84%	Section III.7.1.A-B
II.C Employer Contribution	Provides for Retirement, FICA, Workers Compensation, Health Insurance, and Unemployment Insurance for agency staff.	State: \$299,482 Federal: \$308,148 Other: \$3,952 Total: \$611,592 % of Total Budget: 2%	State: \$287,353 Federal: \$307,166 Other: \$0 Total: \$594,519 % of Total Budget: 2%	N/A

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures:	State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:
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Section III: Elements of Malcolm Baldrige

Category III.1 Senior Leadership, Governance and Social Responsibility

III.1.1 How do senior leaders set, deploy and ensure two-way communications for: a) short and long term organizational direction and organizational priorities, b) performance expectations, c) organizational values and d) ethical behavior?

The Lieutenant Governor's senior staff consists of the Chief of Staff and the Director of the Office on Aging. During the recent transition, the Chief of Staff and Director have met daily to discuss agency direction and to set priorities. Additionally, the senior staff meets weekly with divisional deputies, where agency goals, initiatives, objectives and new policies are discussed. Monthly meetings are held where staff is briefed on agency issues. The Employee Performance Management System (EPMS) ensures that all employees are provided a clear and precise document detailing performance expectations. In addition, employees are encouraged to explore learning opportunities that will assist in their job duties. Senior staff leads by example in the area of ethical behavior by maintaining open communications and open records as would be expected of any state agency.

III.1.2 How do senior leaders establish and promote focus on customers and stakeholders?

In the past year there has been a concerted effort to establish more partnerships within the aging network and in community organizations. The input from multiple partnerships has broadened the outreach of the office and led to efforts to improve the senior customer focus through better coordinated services.

III.1.3 How does the organization address the current/potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

The Lieutenant Governor's Office maintains high standards with the goal of efficiently serving the senior population. The agency submits a four year State Plan to the Administration on Aging (AoA) which provides a blueprint as to how the agency operates and provides services. The AoA also requires regional monitoring, reporting and audits which aid the agency in service delivery and operations. Through annual needs assessments conducted in the PSA regions, as well as Advanced Information Management (AIM), Online Support Assistance (OLSA) and other agency reporting systems, the needs of the senior clients are known to the Lieutenant Governor's Office. The AAAs/ADRCs are also required to submit a four year Area Plan to the Lieutenant Governor's Office which is updated annually. These Area Plans include assurances that the AAAs/ADRCs and local contractors must honor. In addition, the Policy and Procedures Manual incorporates policies, standards and procedures required by the OAA, the AoA, Department of Labor and other applicable federal and state regulations. Aging contractors are audited annually to ensure that agency and AoA standards are being met.

III.1.4 How do senior leaders maintain fiscal, legal and regulatory accountability?

Fiscal, legal and regulatory accountability are achieved through adherence to all state and federal codes, regulations and policies, including the OAA. The OAA directs that the agency ensures accountability for federal funds. This is accomplished by developing and maintaining program policies, procedures and standards; developing a funding formula for distributing funds to the regional PSAs; maintaining the integrity of aging programs by having strict confidentiality policies in place; maintaining statewide reporting systems for data; monitoring fiscal, legal and regulatory requirements; and monitoring all funding requests, conducting audits and frequent site visits. On the state level, the agency must submit an annual budget request and accountability

report and is subject to audits.

III.1.5 What performance measures do senior leaders regularly review to inform them on needed actions?

Data accuracy, employee performance and service delivery operations are constantly reviewed and reassessed to ensure maximum productivity. All agency financial reports, grant reports and invoices submitted by the AAAs/ADRCs, and agency financial reports are reviewed regularly. Reports generated by AIM and OLSA are reviewed to track performance and to keep an accurate accounting of the number of senior clients receiving aging services.

III.1.6 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to organizational values?

The Lieutenant Governor, Chief of Staff and Director stay abreast of performance review findings and utilize the results to strengthen their leadership skills, creating an environment of striving for excellence among all staff. The Director maintains an “open door” policy and encourages feedback from staff. Leadership adheres to the principle of leading by example.

III.1.7 How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

During the recent transition, the Lieutenant Governor, Chief of Staff and Director have worked closely to evaluate the direction of the agency in order to set new policies and goals.

III.1.8 How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?

The Chief of Staff and Director are working closely during the transition to review staff policies and protocols which will enhance the work environment and promote performance improvements while ultimately ensuring that agency strategic objectives are accomplished.

III.1.9 How do senior leaders create an environment for organizational and workforce learning?

The Lieutenant Governor, Chief of Staff and Director set the goals for the agency, and divisional deputies work directly with staff, providing a positive environment through their actions for organizational and workforce learning.

III.1.10 How do senior leaders engage, empower and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

Through their leadership, the Lieutenant Governor, Chief of Staff and Director set policies and protocols which provide for a professional work environment. Staff is encouraged to be openly engaged in the work environment and involved in the strategic planning process through meetings with their divisional deputies. Staff ideas and dialogue are encouraged throughout the agency, especially during monthly staff meetings.

III.1.11 How do senior leaders actively support and strengthen the communities in which your agency operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce and the

organization contribute to improving these communities.

The Lieutenant Governor's Office actively builds bridges to communities and its constituencies through ongoing outreach efforts. Many of the protocols used to support and strengthen relationships with the Aging Network are established in the agency's Policy and Procedures Manual, as well as policies established by the OAA. In addition, the agency submits a four year State Plan to the Administration on Aging which establishes a blueprint for how the agency will interact with the 10 regional AAAs/ADRCs and their local providers based on regulations stated in the OAA. In turn, the AAAs/ADRCs provide the Office on Aging with four year Area Plans, which are a written agreement of activities, assurances and services provided by the AAAs/ADRCs throughout the four years of the area plan. The Lieutenant Governor's Office on Aging hosts monthly meetings with the AAA/ADRC directors and quarterly meetings with the PSA Directors and provides numerous training opportunities annually with members of the Aging Network.

III.2 Strategic Planning

The Lieutenant Governor's Office strategic planning process is consistent with the goals of a constitutional office, as well as protocols established in its State Plan on Aging, policies found in the OAA, and other guidelines established by the AoA and the State of South Carolina. While the Lieutenant Governor, Chief of Staff and Director, along with division deputies, lead strategic planning in the agency, strategic planning is an agency wide activity, and all employees are welcome to provide input.

III.2.1 What is your strategic planning process, including key participants, and how does it address:

A) Your organization's strengths, weaknesses, opportunities and threats:

The Lieutenant Governor's Office benefits from great strengths and has numerous encouraging opportunities under the leadership of Lieutenant Governor McConnell and the many aging partners throughout the state that work closely with the Lieutenant Governor's Office.

During the fall of 2012, Lieutenant Governor McConnell is planning a statewide tour of South Carolina that will include visits to senior centers, nursing homes and other aging related entities in all 10 AAA/ADRC regions. The Lieutenant Governor's tour will include public hearings and significant opportunities to discuss senior issues with policy makers and seniors. The information obtained through this tour will be used to formulate an aging plan and future strategies for 2013 and beyond.

South Carolina's senior population is growing significantly and is expected to double by the year 2030. With over 914,000 seniors in South Carolina and 11.9 percent of those living below poverty, it is critical that the agency actively promotes strategic planning in the statewide aging network. With its current federal and state resources, the Lieutenant Governor's Office and the Aging Network serve only about 3 percent of the growing elderly population in South Carolina. The ability to continue serving all of the seniors needing services will be tested in future years unless there is a paradigm shift resulting in better coordinated services, new revenue sources and innovative policies and protocols enacted. Both the agency and its aging partners will have to adapt and embrace new ideas like cost sharing and improved client needs assessments if the growing senior population is to be served.

Finally, an education effort is needed to inform the public about the role of the agency. There is need for clarity and awareness by the public of the many beneficial services provided through the agency's home and community based services.

B) Financial, regulatory, societal and other potential risks:

In the years ahead, the agency will need to adapt and embrace new ideas in order to provide a positive financial, regulatory and societal environment in which to provide services to a rapidly growing senior population. Client cost sharing, private pay and improved client assessments are crucial so those seniors with the greatest needs are being served. Agency strengths, weaknesses, opportunities and threats are evaluated annually by the Lieutenant Governor and his senior staff for efficacious strategic planning.

C) Shifts in technology and customer preferences:

The Lieutenant Governor's senior staff closely monitors shifts in technology and new regulations that could possibly impact the agency and the aging network. Advances in technology are employed to improve services based on customer satisfaction measures, thereby aligning those services to greater customer preference.

D) Workforce capabilities and needs:

The Chief of Staff and the Director closely monitor the agency's resources and needs to ensure that staff has the necessary tools needed to achieve goals and objectives.

E) Organizational continuity in emergencies:

The Lieutenant Governor's Office has an emergency plan that addresses organizational continuity, as well as how the agency will partner with the state Emergency Management Division in the ESF-6 Mass Care Section. The emergency plan is updated annually to reflect the needs of the Lieutenant Governor's Office. Each AAA/ADRC provides the agency with an emergency plan which is updated annually. The AAAs/ADRCs are responsible for working with local and county emergency management officials.

The Lieutenant Governor's Office participates in emergency operations with the SC Emergency Management Division on Fish Hatchery Road in Columbia in the ESF-6 Mass Care section. Mass Care encompasses sheltering (existing or constructed facilities); feeding (fixed sites, mobile feeding units); bulk distribution of food and supplies; first aid at mass care facilities and designated sites; and disaster welfare inquiry. The American Red Cross is the primary organization that operates mass care shelters in South Carolina. Both the American Red Cross and the Salvation Army provide feeding capability through their own resources.

F) Your ability to execute the strategic plan:

Strategic planning is an important year-long activity for the Lieutenant Governor's Office. With the ongoing transition, new protocols and procedures are expected, which will assist the Lieutenant Governor in executing future strategic plans.

STRATEGIC PLANNING CHART			
Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 11-12 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
I. Admin Lieutenant Governor	Fulfills the constitutional duties of the Office of lieutenant governor.	Presides over the Senate. Leads the Office on Aging. Responds to constituent needs. Responds to other needs as appropriate	N/A
II. A Office On Aging Admin	Effectively and efficiently manages and distributes Older Americans Act and State resources to provide services	Plans, allocates, and advocates for all Older Americans Act and State resources. Conducts full administrative functions and activities to support the LGOA.	Charts in III.7.1
II. B. Aging Assistance	Improves the quality and length of a healthy life for South Carolina's senior population.	Promotes opportunities for seniors and their families to exercise more control over the services they receive. Provides programs, education, and information to help older south Carolinians prevent or delay the onset of chronic conditions and maintain independence and quality of life.	Charts in III.7.1
II. C. Employer Contribution	Establishes and maintains full administrative functions and activities to support the LGOA.	Provides State Employer Contributions for health, dental, and unemployment insurance, workers compensation, social security, and retirement.	N/A

*Key Cross-References are a link to the Category 7 – Business Results. These References provide a Chart number that is included in the 7th section of this document.

III.2.2 How do your strategic objectives address the strategic challenges you identified in your Executive Summary? (Section I, Question 4.)

As previously noted, the Lieutenant Governor's Office faces many challenges such as a growing senior population which creates a greater demand for aging services, unstable funding sources, a declining number of nursing home beds and the misconception that the agency just provides senior meals.

The strategic objectives found in the Strategic Planning Chart provide an agency blueprint that successfully addresses the strategic challenges found in the executive summary. To be successful, the Lieutenant Governor's Office must effectively and efficiently manage and distribute Older Americans Act and state resources to provide services to a growing senior population. In addition, the agency must provide services and programs that improve the quality and length of healthy lives for South Carolina's elderly.

The ultimate goal of the Lieutenant Governor's Office is to improve and enhance the quality of life of all South Carolina seniors, allowing them to remain safe and independent for as long as possible. This will be accomplished by providing better coordinated services and consumer choice as well as improved client assessments, cost sharing and private pay measures.

III.2.3 How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure accomplishment of your action plans?

Multiple data and informational gathering systems are used to track programs, services and allocation resources. Among the data collection systems are AIM and OLSA. In recent years, the Administration on Aging has become more data intensive and performance driven and is requiring the Lieutenant Governor's Office to step up its data gathering systems and protocol. Increasingly, the federal government will base its aging funding on the data provided and actual agency performance.

III.2.4 How do you communicate and deploy your strategic objectives, action plans and related performance measures?

Tools to communicate and deploy strategic objectives and action plans include: the State Plan; Area Plans; agency budget documents; annual Accountability Report; agency web sites; and interactions with policy leaders and members of the aging network. Information is also distributed and discussed at staff meetings and at monthly AAA/ADRC meetings.

III.2.5 How do you measure progress on your action plans?

Progress is measured by monitoring status reports, data systems and program updates. In addition, the State Plan and Area Plans provide a valuable tool in the measuring process. Specific actions are targeted by timetables, measurable outcomes, assurances and by other accountability steps that can be measured by staff. Data, information and statistics are collected and evaluated to measure progress.

III.2.6 How do you evaluate and improve your strategic planning process?

The strategic planning process is evaluated often with the goal of improving strategies and goals by achieving measurable outcomes. The Lieutenant Governor's Office consults with the Administration on Aging and its South Carolina aging partners to improve the strategic planning process with the goal of enhancing senior service delivery in the state.

III.2.7 If the agency's strategic plan is available to the public through the agency's internet homepage, please provide a website address for that plan.

LGOA Website: <http://www.aging.sc.gov>

III.3 Customer Focus

III.3.1 How do you determine who your customers are and what their key requirements are?

Customers and their requirements are mandated by statute and the Older Americans Act (OAA). The OAA is quite specific that the Lieutenant Governor's Office serves those seniors with the greatest economic need, greatest social need, low-income minorities, seniors with limited English proficiency and low-income seniors residing in rural areas. Federal funding for aging services in South Carolina is tied to the agency meeting the needs of the targeted populations noted above.

III.3.2 How do you keep your listening and learning methods current with changing customer/business needs and expectations?

South Carolina's 914,000 seniors have many special needs, especially with so many living in rural areas and 11.9 percent living below poverty. The Lieutenant Governor's Office serves only

3 percent of the state's seniors and every effort is made to identify their needs through assessments, client data, public events and one-on-one counseling provided on the local level. The information collected aids the agency and its aging partners in planning for services that benefit the elderly.

Addressing the needs of the elderly includes reviews of data and information gathered from waiting lists, needs assessments, OLSA, AIM, SC Access and reports provided through Information Referral and Assistance programs and caregiver support specialists. The AAAs/ADRCs provide the agency with four year area plans which are updated annually to provide valuable regional data.

Starting in September 2012, the Lieutenant Governor is undertaking a four month tour of South Carolina, where he will visit senior centers, nursing homes and other aging related entities. Additionally, he will be holding public hearings and meeting directly with senior citizens and policy makers to assess the needs of seniors and the aging network. The information obtained through this tour will help the agency assess and forecast future needs and provide data for strategic planning.

III.3.3 What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business and make complaints?

South Carolina seniors have access to the Lieutenant Governor's Office through websites, toll-free telephone lines, SC Access, Ask Us, agency outreach efforts, specialized information sessions with program managers and information obtained from the regional AAAs/ADRCs. Agency staff interacts daily with seniors, families, caregivers, aging network members, health care professionals and non-profit organizations through outreach efforts to facilitate responsiveness to customer queries or complaints. Each request for service is handled through direct contact between agency staff and the customer.

III.3.4 How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?

Measurement is accomplished through various methods in order to deliver better coordinated services. The agency reviews the input regularly and decides how these concerns will be addressed by staff, the agency and its aging network partners. Some of the means for gathering public input include public hearings, needs assessments, SC Access, OLSA and contacts made with Information Referral and Assistance Specialists, as well as one-on-one contact with seniors, their caregivers and families.

III.3.5 How do you use information and feedback from customers/stakeholders to keep services and programs relevant and provide for continuous improvement?

The Lieutenant Governor's Office actively seeks public input in order to effectively meet the needs of South Carolina's elderly. By using feedback from customers and stakeholders, the agency is able to properly plan for the future while ensuring quality service delivery for seniors.

III.3.6 How do you build positive relationships with customers and stakeholders to meet and exceed their expectations? Indicate any key distinctions between different customer and stakeholder groups.

The Lieutenant Governor's Office builds relationships through outreach and by providing senior services in a very effective manner. The agency has a very active and successful outreach program that participates in numerous senior programs, health fairs and events throughout the

year. These outreach efforts reach thousands of South Carolinians annually. In addition, the Lieutenant Governor's Office interacts with numerous advocacy groups, service delivery organizations, and partners such as: South Carolina AARP, the Silver Haired Legislature, the Committee to Study Services, Programs and Facilities for Aging and the South Carolina Advisory Council on Aging. The Lieutenant Governor and his Chief of Staff maintain close working relationships with members of the General Assembly and statewide policy leaders.

III.4 Measurement, Analysis, and Knowledge Management

III.4.1 How do you decide which operations, processes, and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

Federal and State statutes set the requirements for the agency. The OAA and the AoA require strict accounting and operational performance through its reporting and numerous updates on grants, services and programs. The agency updates and reviews strategic objectives and action plans on an ongoing basis. Additionally, the AAAs/ADRCs update their area plans on an annual basis.

III.4.2 How do you select, collect, align and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?

Reports generated through the following data systems are used to highlight trends, forecast future needs, and address state requirements: AIM; OLSA; client waiting lists; needs assessments; required federal reporting; and information obtained from the South Carolina Office of Research and Statistics.

III.4.3 What are your key measures, how do you review them, and how do you keep them current with organizational services needs and directions?

Key measures are routinely reviewed by staff to ensure that our target populations are being served. The following areas are measured through reports, reviewed and acted upon:

- Aging Environment in South Carolina and Key Demographics
- Characteristics of Aging Clients Based on Assessment Services
- Funding and Clients Served
- Family Caregiver Support Program and Alzheimer's Resource Coordination Center
- Information and Referral Services
- Ombudsman Program
- Medicare Part D
- Federal and State Funding and Comparative Statistics

III.4.4 How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

Comparative data is used to assess the effectiveness of aging programs and services as mandated by the Older Americans Act and the Aging State Plan. This data is used to monitor state and local trends in order to assure quality service delivery.

III.4.5 How do you ensure data integrity, reliability, timeliness, accuracy, security and availability for decision-making?

The Lieutenant Governor's Office ensures data reliability through the use of innovative and up-to-date technology whenever possible. The agency uses the latest operating systems and

hardware applications so that data integrity is ensured, resulting in timely and accurate decisions. During the recent transition, the Lieutenant Governor initiated new security and client privacy protection procedures that will be used by all agency staff as well as the local aging providers that handle sensitive client data.

III.4.6 How do you translate organizational performance review findings into priorities for continuous improvement?

The Lieutenant Governor's Office uses this information to set priorities and goals. Performance reviews based on numerous agency data sources, such as AIM and OLSA, are used to promote continuous improvement within the Lieutenant Governor's Office and the aging network.

III.4.7 How do you collect, transfer, and maintain organizational and workforce knowledge (knowledge assets)? How do you identify, share, and implement best practices, as appropriate?

The Lieutenant Governor, Chief of Staff and Director are working closely together during the transition to update policies and protocols for the agency. In recent years, before the new administration, the agency successfully cross trained staff and initiated knowledge transfer measures in order to ensure agency continuity.

III.5 Workforce Focus

III.5.1 How does management organize and measure work to enable your workforce to 1) develop to their full potential, aligned with the organization's objectives, strategies and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation and your organizational culture?

Through the Employee Policy Manual, Position Descriptions, and individual EPMS evaluations, employees understand how their positions support the agency's mission, values and strategic objectives. Divisional leaders work with staff to promote teamwork, innovation, initiative, results and positive outcomes.

III.5.2 How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs and locations?

Senior staff meet weekly with agency-wide staff meetings held at least monthly to share direction and information that impacts staff, encourages questions and comments and collectively problem solves for the betterment of the agency and customers served.

III.5.3 How does management recruit, hire, place and retain new employees? Describe any barriers that you may encounter.

Recruitment is conducted internally when possible and notices of vacancies through the State Human Resources Office NeoGov employment system are utilized as well. Focus is maintained on relevant education coupled with prior work experience to place the most qualified applicant. An internal scan is conducted to identify potential applicants for promotional opportunities prior to recruiting from outside the agency. The most common barrier encountered in placement is the lack of skills necessary to perform the duties of the vacant position.

III.5.4 How do you assess your workforce capability and capacity needs, including skills, competencies and staffing levels?

Division deputies monitor staffing needs within their divisions and discuss with the Director and Chief of Staff as needed. Workforce capacity is closely tied to prescribed programmatic areas;

therefore, the needs are dictated by specific program requirements. Staffing levels are predicated on active grants within the agency for most positions.

III.5.5 How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

The Lieutenant Governor's Office strictly adheres to the protocols established in its Policy Manual, with an emphasis on the employee EPMS and Employee Position Description. The standards set by the Lieutenant Governor are the driving influence throughout the agency hierarchy. Expectations of excellence in service are clearly delineated from the Lieutenant Governor through the Director and management to agency staff.

III.5.6 How does your development and learning system for leaders address the following?

- A. *Development of personal leadership attributes:* Staff is expected to follow the Policy Manual and EPMS and is challenged to expand their work initiatives. This affords the opportunity to demonstrate potential problem-solving and leadership capabilities.
- B. *Development of organizational knowledge:* Staff meetings and other inter-office functions serve as vehicles to increase employees' organization knowledge, not limited to particular employee assignments.
- C. *Ethical practices:* Staff is expected to follow the agency's Policy Manual. Additionally, ethics training with updates is slated annually to enhance and support the expectations clearly enumerated by the Lieutenant Governor.
- D. *Your core competencies, strategic challenges, and accomplishment of action plans:* Staff education and experience, along with appropriate training establishes core competencies for the duties which are assigned. Through systemic support and agency-wide interactions, all members of the workforce are enlisted in problem-solving and program planning commensurate with knowledge and skill sets.

III.5.7 How do you identify and address key developmental and training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training? Training needs are addressed through the OAA, AoA programming, the State Plan, EPMS process, staff sessions and meetings, and attendance at conferences and seminars related to individual job duties. There are staff certification opportunities through the LTC Ombudsman program and I&R-A services. The agency places a strong emphasis on internal training, and cross-training also broadens staff's knowledge of the office and enables them to be considered for advancement when opportunities occur.

III.5.8 How do you encourage on-the-job use of new knowledge and skills?

Staff is encouraged to obtain new job skills through professional training sessions when available in order to better facilitate their job performances and to enhance the operations of the agency. Staff is expected to work together with a common goal of enhancing the lives of South Carolina's senior citizens.

III.5.9 How does employee training contribute to the achievement of your action plans?

Staff is provided training opportunities when needed or appropriate, with the goal of improving job performance and ultimately enhancing services provided to seniors and adults with disabilities. Because the agency has so many important programs, it is critical that staff training and development be an ongoing process.

III.5.10 How do you evaluate the effectiveness of your workforce and leader training and development systems?

With the ongoing transition, all policies, procedures and protocols are being reevaluated. Once the transition and planning period have concluded, the Lieutenant Governor's Office will be better suited to evaluate the effectiveness of workplace and leader development systems.

III.5.11 How do you motivate your workforce to develop and utilize their full potential?

All employees understand the importance of their positions as it relates to the mission of the agency. A professional work environment is maintained, and staff is provided guidance in order to meet the agency's mission. Employees are recognized at staff meetings for exceptional job performance.

III.5.12 What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction and motivation? How do you use other measures such as employee retention and grievances?

A number of methods are used to measure, such as the Policy Manual and the EMPS process as well as formal and informal evaluation sessions conducted by supervisors. Moreover, the Director maintains an "open door" policy and encourages feedback from the workforce. Candid expressions of concern are fostered so as to address any difficulties which may arise.

III.5.13 How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

The Lieutenant Governor's Office has established protocols which address succession planning. Current senior leadership is approaching retirement age; therefore, the smooth provision of services is contingent upon the development and maintenance of succession training. Likewise, internal promotions are vital to preserve institutional knowledge. Unbroken chains of tenure enable more stable transitioning for succession.

III.5.14 How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)

The Office Policy Manual addresses office protocols and procedures. The agency has a staff member designated as the disaster and emergency coordinator and all emergency procedures are stipulated in the Emergency Plan.

III.6 Process Management

III.6.1 How do you determine and what are your organization's core competencies, and how do they relate to your mission, competitive environment and action plan?

The core competencies relate to the overall mission of enhancing the quality of life for seniors through advocating, planning and developing resources in partnership with state and local governments, non-profits and the private sector, individuals and advocates. Core competencies include:

- Administering the federally mandated responsibilities of the OAA
- Promoting improved access to services and allowing choices for seniors and their families
- Providing programs, education and information to help seniors prevent or delay onset of chronic conditions that increase the risk of loss of independence and quality of life
- Developing protocols and information efforts to allow seniors and their families to make

informed decisions and choices

- Administering the LTC Ombudsman Program as federally mandated by the OAA
- Providing Elder Rights and legal assistance programs for seniors
- Planning, allocating, advocating for all federal and state resources
- Meeting state and federal reporting requirements on a timely basis

III.6.2 How do you determine and what are your key work processes that produce create or add value for your customers and your organization and how do they relate to your core competences? How do you ensure these processes are used?

The key work processes are very similar to the core competencies. They include:

- Fulfilling the constitutional duties and obligations of the Lieutenant Governor's Office
- Administering the federally mandated responsibilities of the OAA
- Promoting improved access to services and allowing choices for seniors and their families
- Providing programs, education and information to help seniors prevent or delay onset of chronic conditions that increase the risk of loss of independence and quality of life
- Developing protocols and information efforts to allow seniors and their families to make informed decisions and choices
- Administering the LTC Ombudsman Program as federally mandated by the OAA
- Providing Elder Rights and legal assistance programs for the elderly
- Planning, allocating, advocating for all federal and state resources
- Meeting state and federal reporting requirements on a timely basis

III.6.3 How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?

Data and information is used to document client counts and provide demographic data, document unmet needs for services and assure that services are given to those with the greatest needs. The latest technology is used when possible to improve efficiency and effectiveness.

III.6.4 How does your day-to-day operation of these processes ensure meeting key performance requirements?

The Chief of Staff, Director, Divisional Deputies and program managers monitor information through the information systems of AIM, OLSA and SC Access. In addition, client needs assessments, waiting lists, reports from I&R-A specialists, caregivers and ombudsmen are utilized to ensure that key performance requirements are met.

III.6.5 How do you systematically evaluate and improve your key product and service related work processes?

Data collection and strategic planning are evaluated and utilized in tandem to improve work processes. Guidance is provided by the AoA, the OAA and the State Plan. In addition, the Lieutenant Governor's Office receives feedback from AAAs/ADRCs, aging partners and seniors to ensure that progress is being made. New processes and initiatives are developed based upon feedback from stakeholders. This data and information is analyzed and used to forecast future performance and needs.

III.6.6 What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?

As the State Unit on Aging, the Lieutenant Governor's Office must abide by the OAA and its mandated services and programs. Because of the OAA, the agency has little flexibility as it administers federal OAA and AoA services and programs. The agency develops and monitors quality standards for aging services as mandated by the OAA and provides training and certification for service providers in the 10 PSA regions. Performance measures data are collected and reviewed, and routine audits are conducted. Improvements and changes to programs are made based on these reviews and as needed or allowed by the OAA.

III.6.7 How does your organization determine the resources needed to meet current and projected budget and financial obligations?

Budget allocations and expenditures are reviewed regularly to ensure that budgetary needs are being met. After a thorough review of finances, the agency makes an annual state budget request that reflects the current and future needs while at the same time protecting and enhancing critical aging services. In Fiscal Year 2012 – 2013 budget process, the General Assembly appropriated \$2,000,000 in additional funding for the Lieutenant Governor's Home and Community Based Services. This new funding will be crucial in serving more seniors, including the estimated 8,522 South Carolina seniors on waiting lists.

III.7 Results

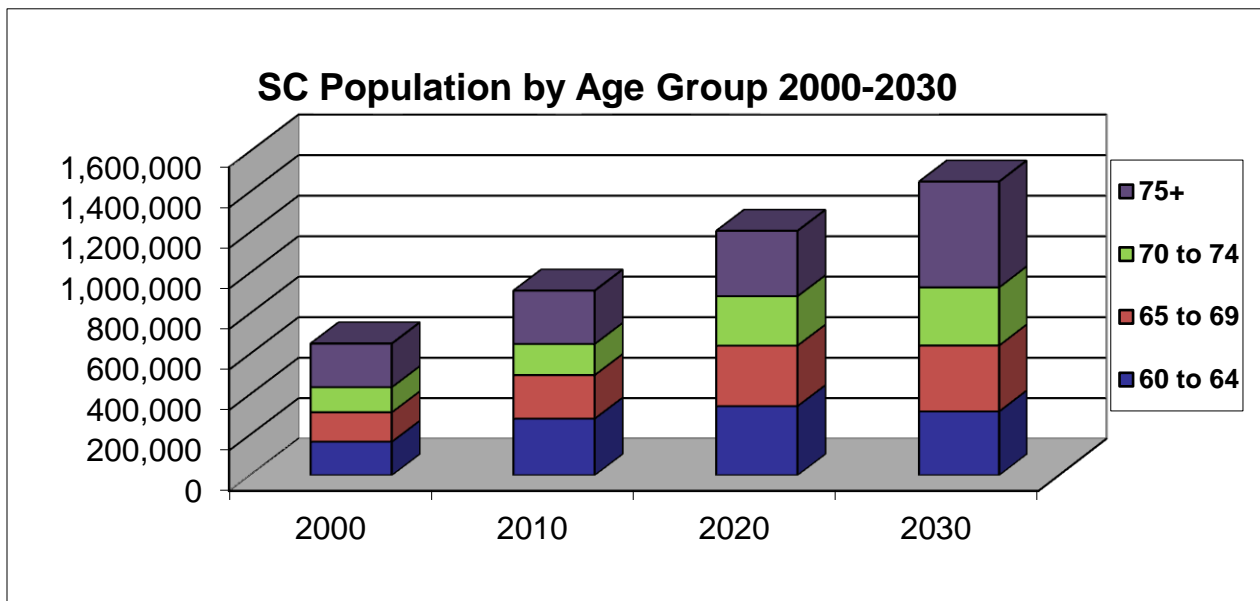
III.7.1 What are your performance levels and trends for your key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?

This section shows the key measures of mission accomplishment/product and service performance that are important to our customers. This is achieved by providing agency data that details performance levels and aging trends. Also provided are demographics and data which highlight the many challenges facing South Carolina's senior population.

It is difficult to compare the Lieutenant Governor's Office to other organizations in state government as it has a unique core function as a constitutional office and significant responsibilities for aging services mandated by the federal Older Americans Act as the designated State Unit on Aging.

A. Aging Statistics for South Carolina

According to the 2010 Census, South Carolina has one of the fastest growing senior populations in the United States and ranks second for the percent of senior population growth in the Southeast from 2000 – 2010 (40.1 percent growth increase). The Census Bureau has forecasted South Carolina's senior population to double by the year 2030.



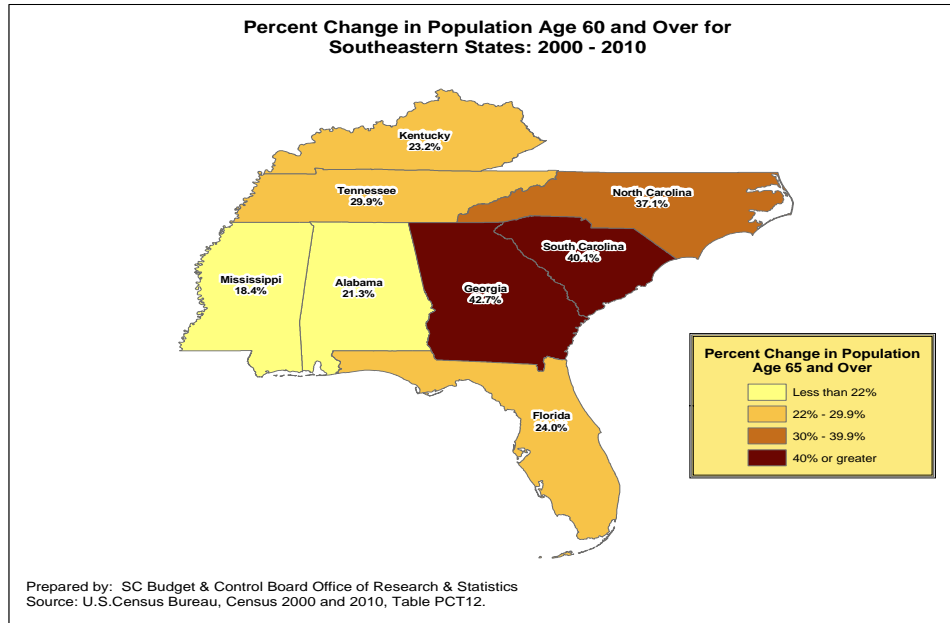
Source: SC ORS using 2010 Census data

The percentage of growth by age in South Carolina's senior population

SC Population Growth by Age Group		
	1990 - 2000	2000 - 2010
All ages	15.1%	15.3%
50 to 54 years	64.6%	24.4%
55 to 59 years	39.0%	46.7%
60 to 64 years	15.4%	68.9%
65 to 69 years	3.7%	48.1%
70 to 74 years	17.6%	23.3%
75 to 84 years	37.6%	16.4%
85 years and over	63.5%	40.7%

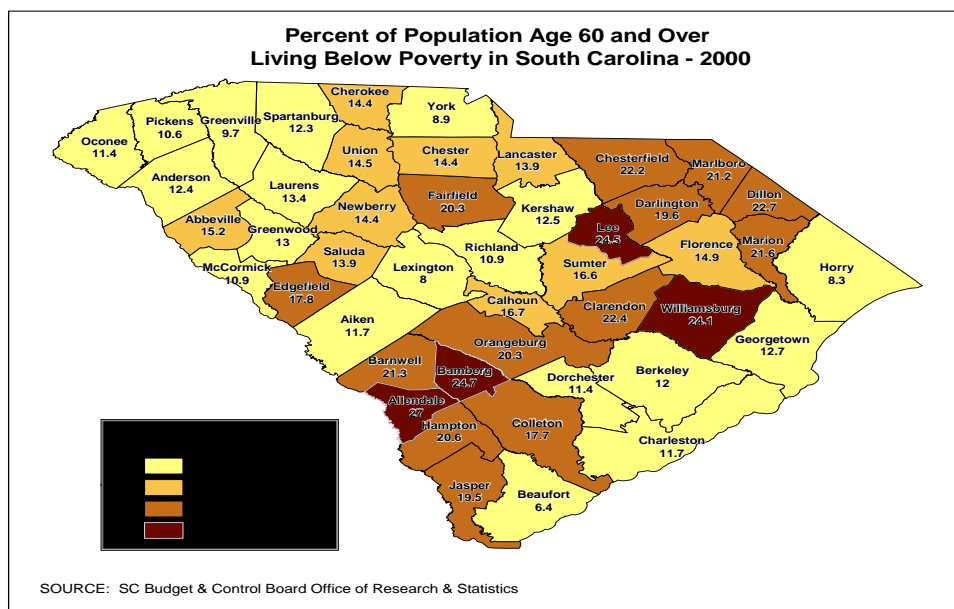
Source: SC ORS, using 1990 – 2010 Census data

The growth of South Carolina's senior population is among the highest in the Southeast with a 40.1 percent between 2000 and 2010. South Carolina is second only to Georgia's 43.7 percent increase.



South Carolina Seniors Living Below Poverty

According to 2010 Census Data, 11.5 percent of South Carolina seniors live below the poverty rate.

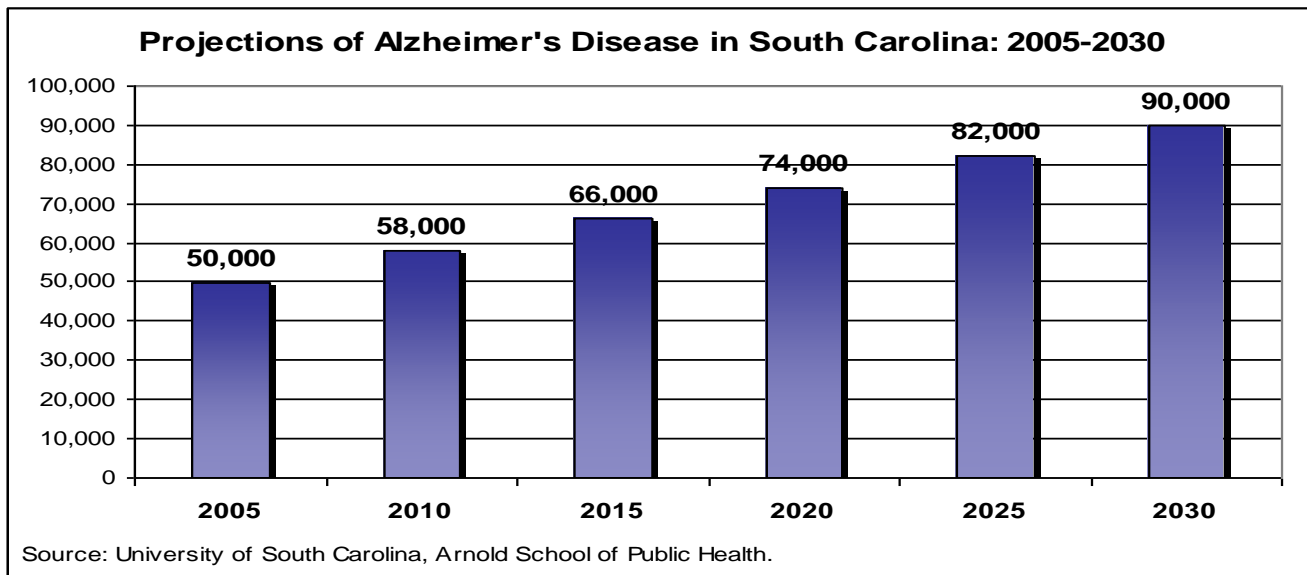


The previous chart has established that 11.5 percent of the state's senior population lives below poverty, while the chart below shows that many seniors live alone and have little or no viable support from family or friends. Many of these seniors are especially vulnerable due to income limitations and living arrangements.

Household Type for Population 65+ in South Carolina	
	Census 2010
Total Population	631,874
In family households	431,157
In Non-family households:	182,618
Male; Living alone	47,907
Male; Not living alone	4,424
Female; Living alone	118,449
Female; Not living alone	4,420
Nonrelatives	7,418
In group quarters	18,099

Source: SC ORS using 2010 Census Data

South Carolina Alzheimer's Projections Through 2030

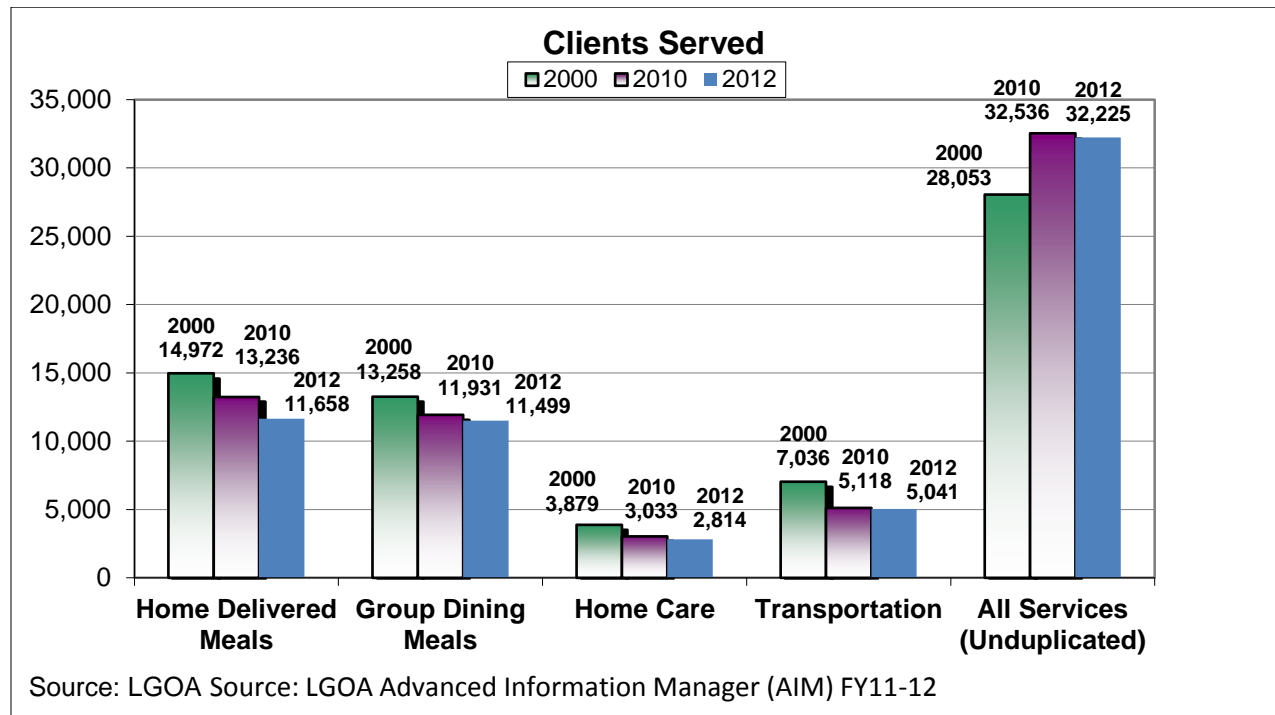


Source: USC Arnold School of Public Health and Census Forecasting

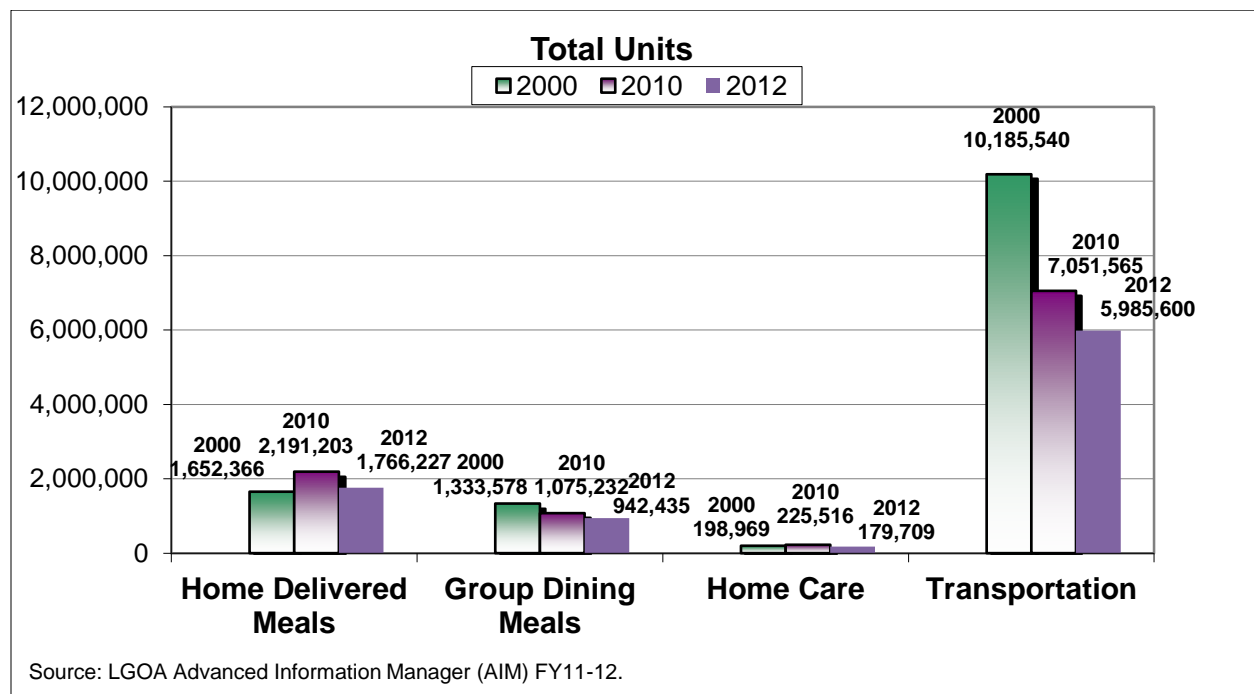
B. Lieutenant Governor's Office Specific Data and Program/Services Activities

Note: The Lieutenant Governor's Office operates on both a state and federal fiscal year. The state fiscal year runs from July 1 – June 30 and the federal fiscal year runs from October 1 – September 30. Much of the data collected for the agency is gathered by using federal reporting systems, and as this report is being written, there are still two months remaining in the federal fiscal year.

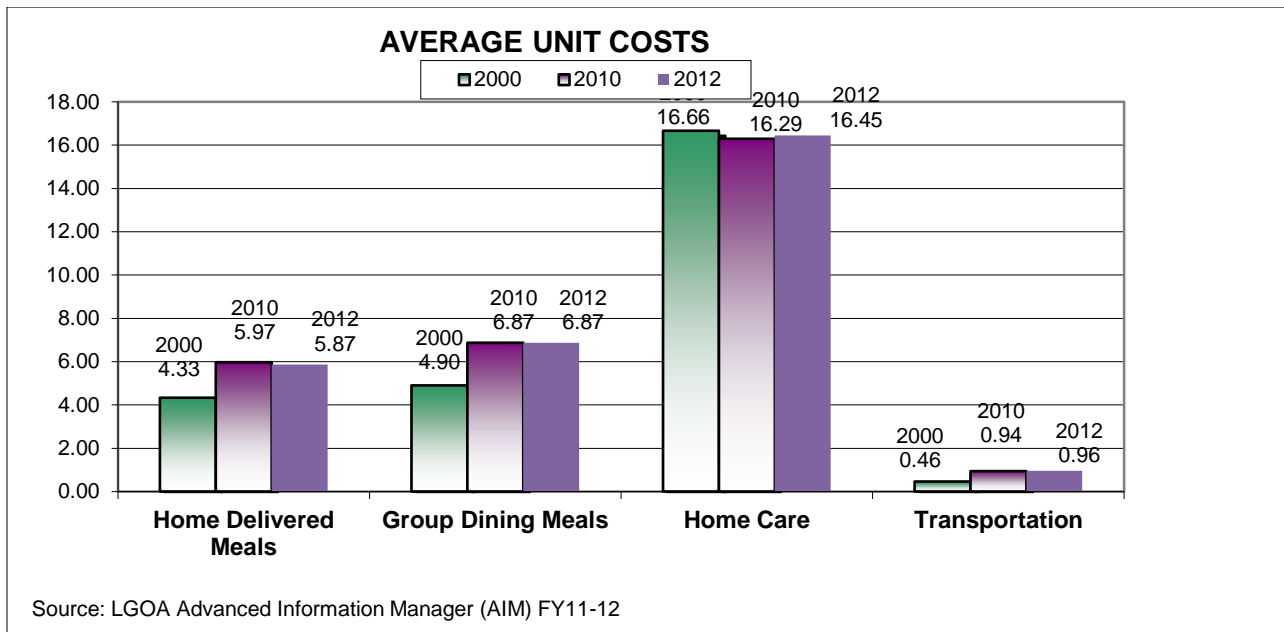
Clients Served Using Aging Funds in Fiscal Year 2011 - 2012



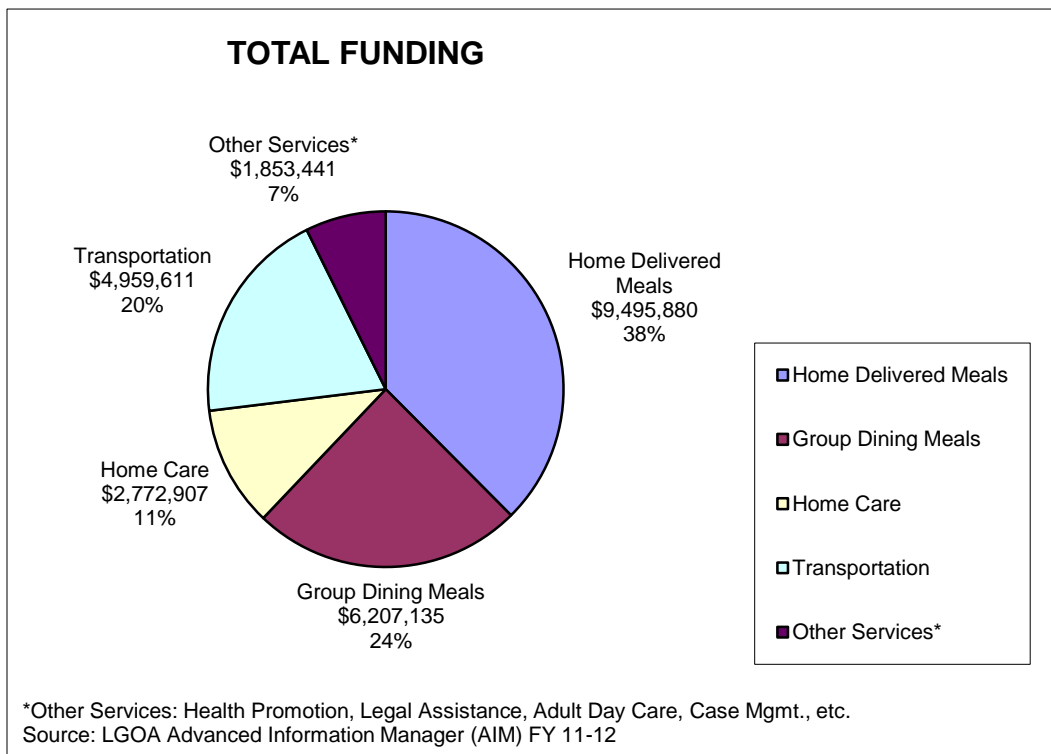
Total Units Served Through LGOA Funds in Fiscal Year 2011 - 2012



Average Unit Costs for Fiscal Year 2011 – 2012

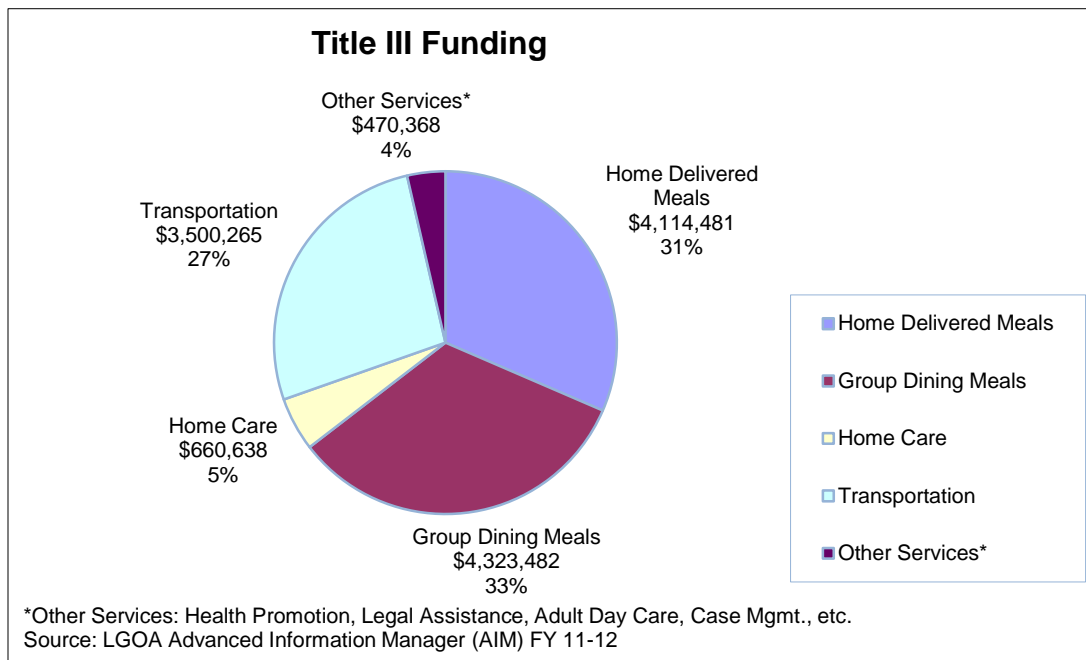


Total Funding for Aging Services in Fiscal Year 2011 – 2012



Total Title III Funding in Fiscal Year 2011 – 2012

As the State Unit on Aging, the Lieutenant Governor's Office receives Title III funds from the U.S. Administration on Aging to administer aging services throughout the state.

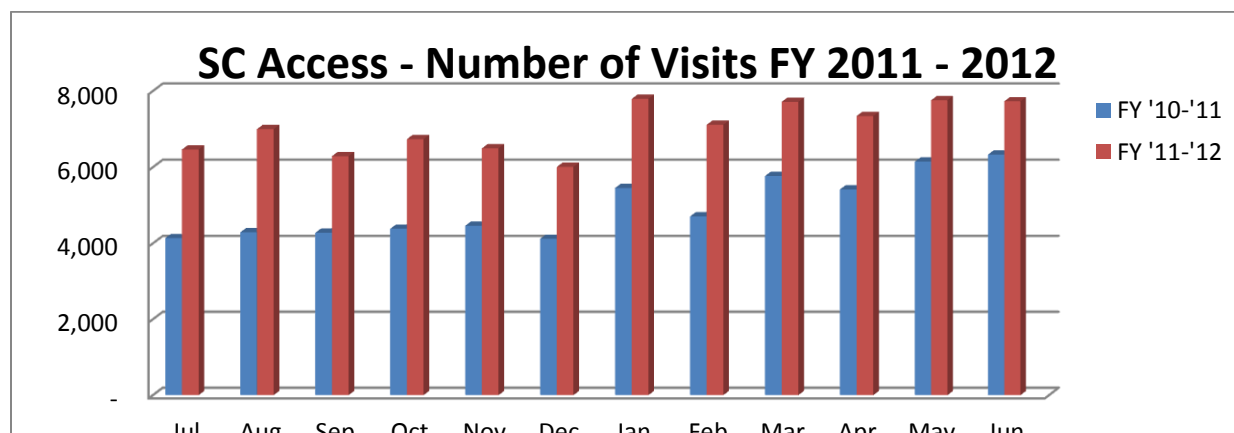


SC Access:

SC Access is the Office of the Lieutenant Governor's online guide to available resources for older adults and people with disabilities, their family members and caregivers in South Carolina. The goal of SC Access is to provide useful, current information about long term support, needed services and available resources.

SC Access has proven to be a very popular resource for individuals seeking information on aging services in the public and private sector. In recent years, the number of visitors to the site has increased significantly as agency outreach efforts have promoted the service to a wider range of individuals throughout the state.

During Fiscal Year 2011 – 2012, SC Access had 84,448 visitors to the site, averaging 7,037.33 visitors each month.



SC Access also had 2,487,540 successful page views in Fiscal year 2011 – 2012 and a monthly average of 207,295 successful page views. SC Access will continue to be a critical service as South Carolina's population ages.

Month	Number of Visits SC Access Hits	Successful SC Access Page Views
July 2011	6,466	191,163
August 2011	6,999	189,869
September 2011	6,289	210,741
October 2011	6,737	257,238
November 2011	6,493	209,047
December 2011	6,008	192,303
January 2012	7,794	219,409
February 2012	7,114	177,732
March 2012	7,716	198,541
April 2012	7,344	207,246
May 2012	7,758	205,673
June 2012	7,730	228,578
Total	84,448	2,487,540

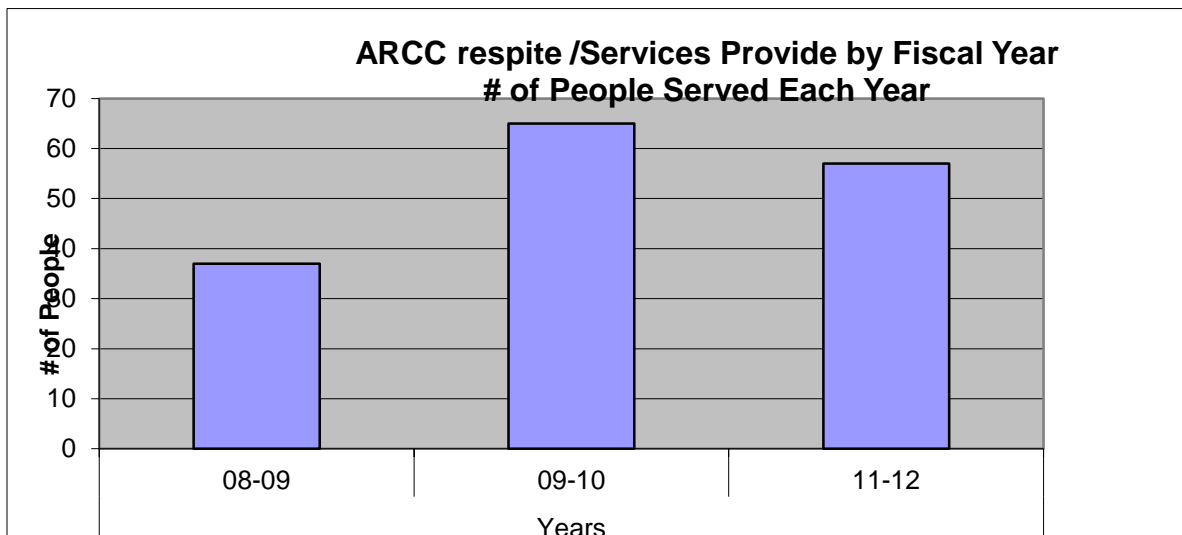
SC Access Source: VisionLink data for Fiscal Year 2011 - 2012

2011 – 2012 Alzheimer's Resource Coordination Center (ARCC) Respite Grantees

There were 6 ARCC respite grants awarded in Fiscal Year 2011 – 2012. The total ARCC respite grant funds awarded were \$78,775.

The following statistics are combined totals for the ARCC grantees in South Carolina.

ARCC Education / Outreach	19 sessions and 839 attendees
ARCC Training	42 sessions and 436 attendees
ARCC Support Groups	88 sessions and 435 attendees
Number Served Group Respite	30 unduplicated clients
ARCC Group Respite Hours	6,726 hours
Total ARCC Respite Grant Funds Awarded	\$78,775

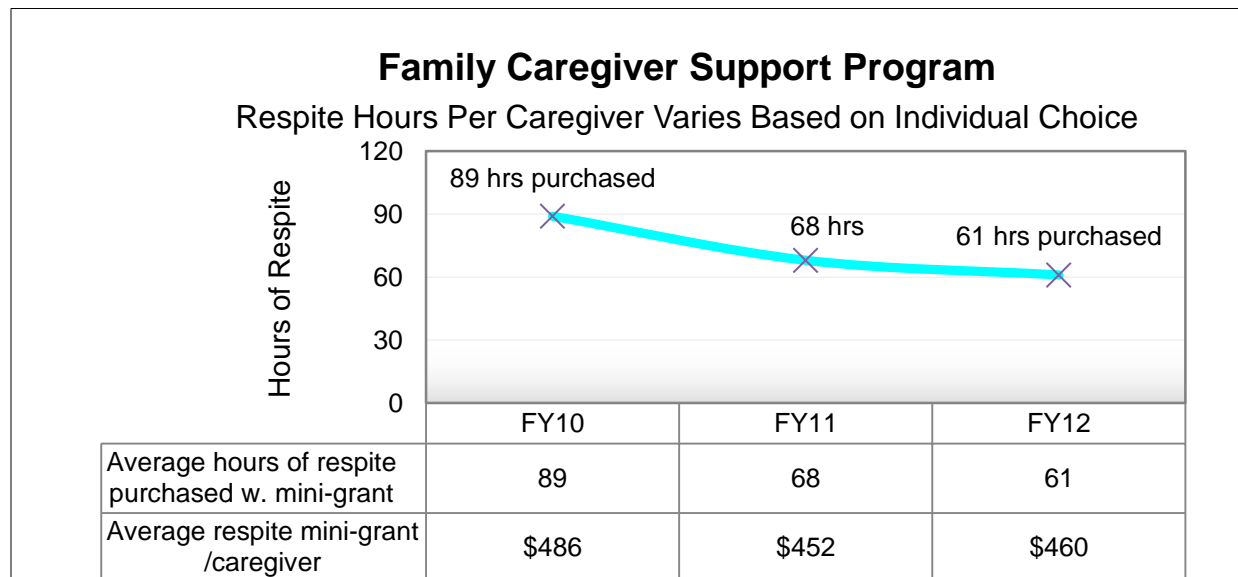


Fiscal Year 2011 – 2012 Family Caregiver Support Program

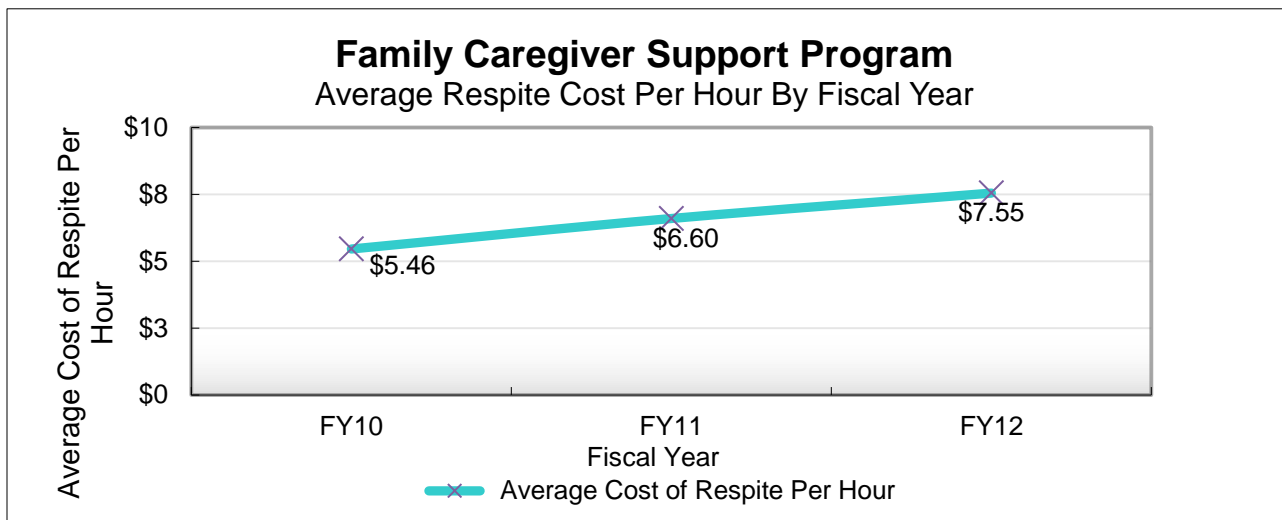
Federal and local funding enabled the ADRCs’ Family Caregiver Support Programs (FCSP) to provide consumer-directed respite mini-grants to 2089 vulnerable family caregivers in fiscal year 2012.

Administered locally, each AAA/ADRC has a full-time Family Caregiver Advocate who works directly with family caregivers, providing: Information & Assistance in accessing existing community services; Support & Counseling; and Caregiver Training. Eligible caregivers may also obtain a mini-grant or budget to purchase the following services from the provider of their choice: Respite (a short break from caregiving) and/or Supplemental Services.

The 2,089 eligible caregivers receiving a mini-grant in FY 12 purchased 127,209 hours of respite. Making careful choices the average caregiver was able to purchase 60 hours of respite at an average cost of \$7.55 per hour.



(Data Source: AIM for Fiscal Year 2011 – 2012)



(Data Source: AIM for Fiscal Year 2011 – 2012)

Veteran Directed Home and Community Based Services (VDHCBS)

The VDHCBS was piloted in Charleston at the Veterans Administration Hospital and has now expanded to the Dorn Veterans Medical Center in the Midlands. The goal is to expand to the Greenville area in the near future.

VDHCBS Area	Number of Participants
Charleston Region – Trident ADRC	13 Participants
Midlands Region – Santee Lynches ADRC	18 Participants
Total Active	31 Participants

(Source: Office on Aging Program Data)

State Health Insurance Program (SHIP)

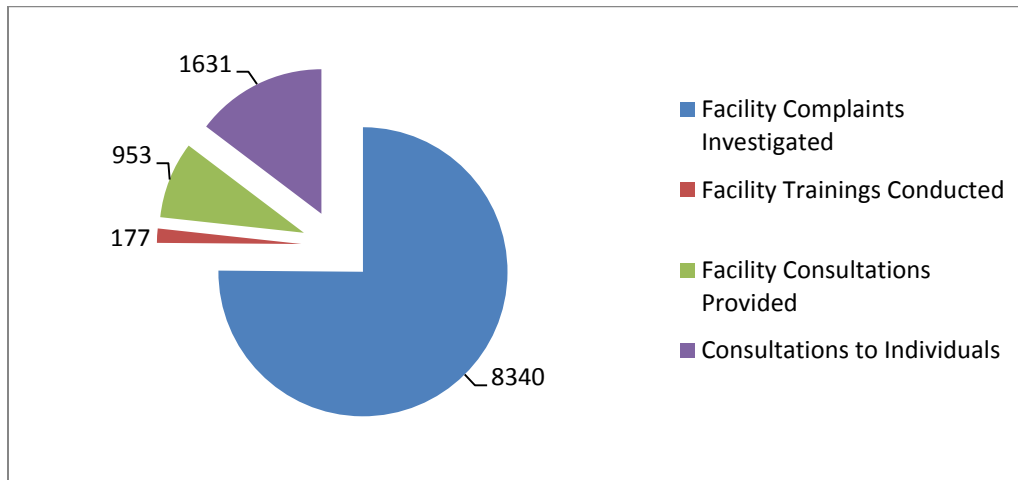
The information was obtained from SHIPtalk, which is the Center for Medicare and Medicaid Services' reporting system, for the time period 7/1/2011 – 6/30/2012.

Regions	SHIP Monthly Contact Requirements	Total Annual Requirements	Actual Annual TOTALS
Appalachia	391	4,692	6,213
Upper Savannah	216	2,592	3,060
Catawba	367	4,404	10,045
Central Midlands	233	2,796	2,310
Lower Savannah	292	3,504	4,133
Santee Lynches	267	3,204	3,103
Pee Dee	200	2,400	2,813
Waccamaw	233	2,796	1,572
Trident	233	2,796	3,825
Lowcountry	167	2,004	1,039
SUBTOTAL	2,674	31,188	38,113
LGOA			3,230
Benefits Bank	11/1/2011 - 6/30/2012		517
Senior Solutions	75	900	929

TOTALS	32,088	42,789
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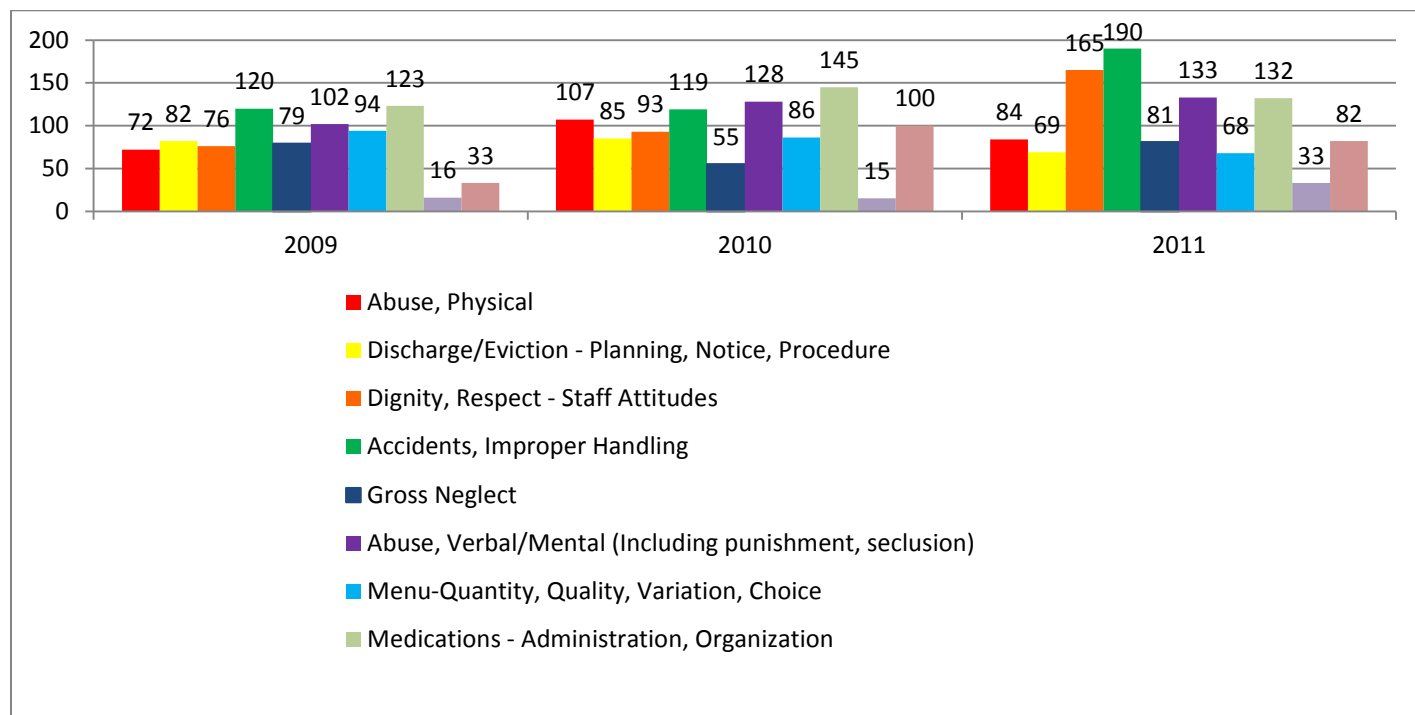
Ombudsman Program

Key Measure of Ombudsman Program Achievement Fiscal Year 2011 – 2012



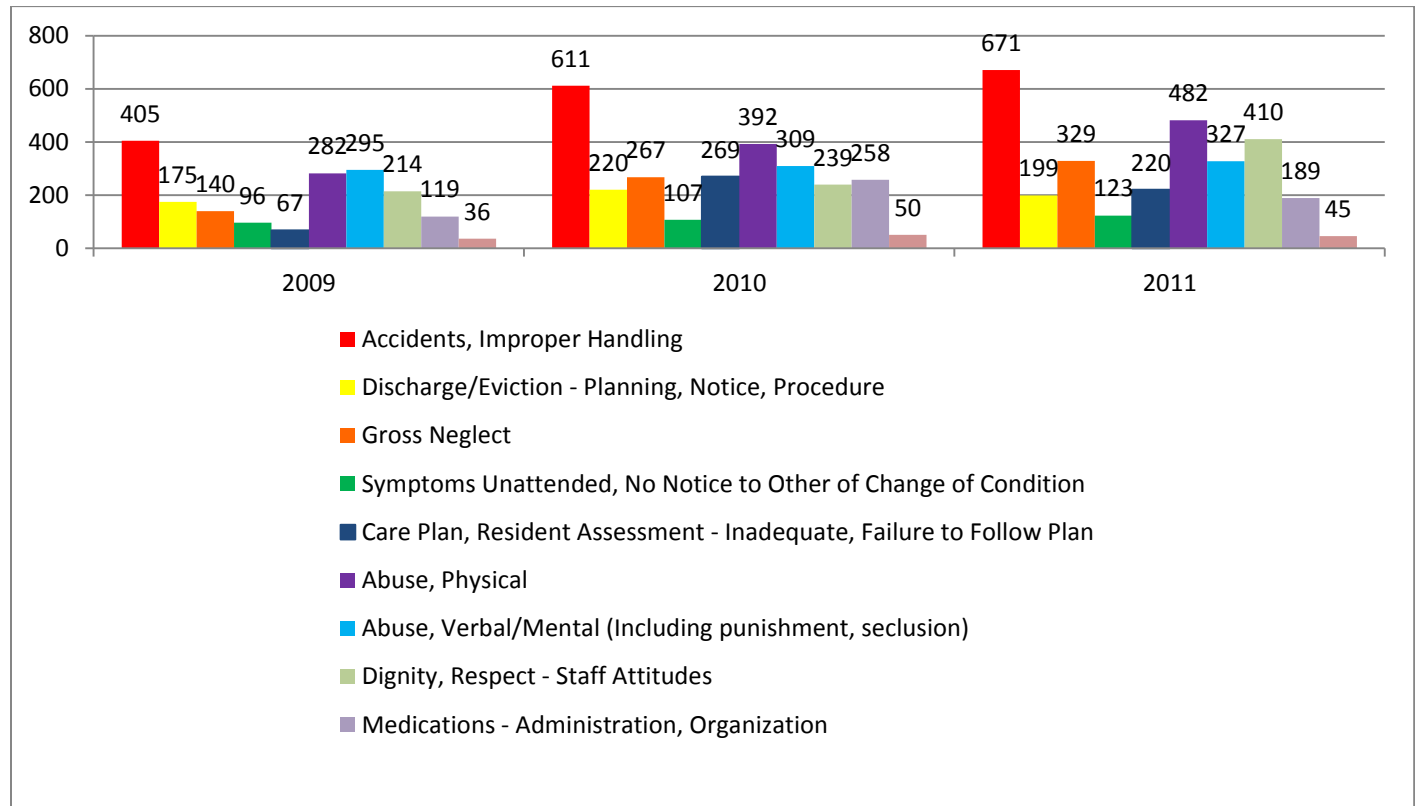
Source: National Ombudsman Reporting System (NORS) for Fiscal Year 2011 – 2012.

Ombudsman: Top Residential Care Complaints for 2009, 2010, and Fiscal Year 2011 -2012



Source: National Ombudsman Reporting System (NORS) for Fiscal Year 2011-2012.

Top Nursing Home Complaints Fiscal Years 2009, 2010 and 2011-2012



Source: National Ombudsman Reporting System (NORS) for Fiscal Year 2011 -2012.

III.7.2 What are your performance levels and trends for your key measures on customer satisfaction and dissatisfaction (a customer is defined as an actual or potential user of your organization’s products or services)? How do your results compare to those of comparable organizations?

The Lieutenant Governor’s Office conducts periodic surveys, holds public hearings and participates in local events to gauge customer satisfaction. It is difficult to compare the federally mandated services and results to comparable organizations in SC government because of the unique designation as a federal State Unit on Aging.

III.7.3 What are your performance levels for your key measures on financial performance, including measures of cost containment, as appropriate?

The Office operates within the appropriation limits as set by legislation along with the parameters designated by the federal grantors governing OAA programming. The agency conducts monthly analyses of expenditures and available balances to assure compliance with the standards spearheaded by the Lieutenant Governor and in accord with state statute governing deficit spending.

III.7.4 What are your performance levels and trends for your key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?

Training opportunities and needed resources are provided to enable employees to successfully perform their duties. There are established protocols and policies in the Policy Manual which ensure that the agency is a safe, secure and healthy workplace.

III.7.5 What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises)?

Performance levels are measured by individual EMPS and Position Descriptions. Policy changes are discussed as needed at staff meetings and individually with one-on-one consultation with supervisors. The agency has an emergency coordinator, who instructs staff on agency emergency procedures and activities based on the emergency/disaster written protocol.

III.7.6 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

The Lieutenant Governor's Office adheres to all federal and state guidelines and laws applicable to its office operations including: procurement practices, human resources and financial accounting practices. The agency also complies with the regulatory policies and assurances established by the Older Americans Act and the State Plan. The agency submits numerous reports annually to the Administration on Aging detailing agency activities, client counts, budgets, financial reporting and grant updates.