Lieutenant Governor's Office Annual Accountability Report

FISCAL YEAR 2012 – 2013

SEPTEMBER 16, 2013

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, hereinafter referred to as the Office, is to fulfill the constitutional duties of the Office and the Lieutenant Governor's role as President of the Senate. As South Carolina's second highest ranking Constitutional Officer, the Lieutenant Governor provides leadership on legislative matters and public policy, and serves as the chief advocate for senior citizens.

(Photo credit: Travis Bell photography)

The 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, nonprofits, 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, teamwork, and research-based decision making.

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

The Lieutenant Governor's Office initiated strategic planning for the first time in nearly a decade to appropriately reflect the modifications and advancements necessary for the Office on Aging to meet the current and future needs of South Carolina's senior citizens. The revised strategic plan, which will be completed before the start of the 2014 Legislative Session will update the missions, values, and visions in order to reflect the leadership of Lieutenant Governor McConnell and the direction that the Office is moving.

I.2   2012 – 2013 Major Achievements

Under the leadership of Lieutenant Governor McConnell, the Lieutenant Governor's Office had the following major achievements in 2012 - 2013:

Faces of Aging Tour: Lieutenant Governor McConnell hosted a four-month-long; statewide tour focused on raising awareness of critical aging issues confronting South Carolina. During the tour, the Lieutenant Governor and staff visited all 10 Planning Service Area (PSA) regions, where town hall meetings were hosted in each region. The Lieutenant Governor used the tour to assess all aspects of aging service delivery by the Lieutenant Governor's Office on Aging (LGOA) and its aging network partners throughout South Carolina in order to provide for future

strategic planning and to make systemic improvements where needed.   The tour included visits to group dining sites, senior centers, assisted-living and long-term care facilities, and home-delivered meal visits with homebound seniors. When schedules permitted, legislators and policymakers joined the Lieutenant Governor on the tour. The tour was useful for legislators to see firsthand the many

challenges facing the aging network statewide. As a result of the tour, the Lieutenant Governor is actively monitoring all proposed and current South Carolina regulations to determine how they will affect seniors and the services that they receive. In order to share an overall perspective from the tour, Lieutenant Governor McConnell released an informational video and a report titled: *"To see the face of aging…look into the mirror*."

The Committee to Study Services, Programs, and Facilities for Aging: Lieutenant Governor McConnell worked closely with legislators to reorganize the Committee to Study Services, Programs, and Facilities for Aging. The Committee is authorized by South Carolina Code 2-51-10 to conduct continuing studies of public and private services, programs and facilities for the aging in South Carolina, and to report its findings and recommendations to the General Assembly. The House and Senate appointed new members who are interested in advancing aging issues, and who have the insight and expertise to effectively lead on critical aging issues facing South Carolina. Senators Thomas Alexander (Oconee), Ronnie Cromer (Newberry), and Gerald Malloy (Hartsville) were appointed from the Senate. Representatives B.R. Skelton (Pickens), Dennis Moss (Cherokee), and Walt McLeod (Newberry) were appointed by the House. The Governor has three appointments currently filled by Linda M. Johnson and former Representative Bill Riser, with one vacancy. Senator Alexander was elected Chairman of the Committee.

South Carolina Advisory Council on Aging: Recognizing the importance of utilizing all available aging assets, Lieutenant Governor McConnell launched a reorganization of the South Carolina Advisory Council on Aging in order to promote critical aging issues facing the senior population. The Advisory Council is authorized under South Carolina Code in Section 43-21-10. The Council has 15 members appointed by the Lieutenant Governor. Ten of the members represent areas based on the 10 Planning Service Area (PSA) regions, and five are appointed at-large statewide. The Lieutenant Governor and staff have spent the past year studying ways to make the Council more effective in advancing aging issues throughout South Carolina and appointing members who are actively engaged in advocating for seniors and vulnerable adults.

Strategic Planning: Lieutenant Governor McConnell initiated strategic planning within the Lieutenant Governor's Office and the Office on Aging that will reflect the many needs for a growing senior population. The University of South Carolina is assisting with developing a strategic plan that will reflect current and future aging needs, while providing the tools necessary to modernize and update aging services. The plan, which is in the drafting stage, will include new a mission, vision, and goals for the LGOA and the aging network. The plan will provide the Lieutenant Governor with the opportunity to improve aging programs within the Office on Aging and the statewide aging network, and to enhance aging service delivery statewide.

Office Reorganization: In February 2013, the Lieutenant Governor's Office on Aging was reorganized to reflect the new direction set by Lieutenant Governor McConnell. In recent years, the office's workforce has been significantly reduced, and the 2013 reorganization was necessary in order to streamline and modernize office operations to better utilize staff to serve a rapidly growing senior population.

South Carolina Aging Network's Policies and Procedures Manual: The Lieutenant Governor's Office on Aging (LGOA) updated and overhauled the South Carolina Aging Network's Policies and Procedures Manual. The Manual was updated to improve accountability and efficiency, and the 2013 revision utilizes new best practices and modern technologies designed to make the Office on Aging and the statewide aging network more efficient. Throughout the year-long process, the Planning Service Areas (PSAs) and their providers/contractors were afforded the opportunity to share

and provide input in order to assist the Office on Aging in drafting a document that reflects best practices and protocols for South Carolina.

The manual is the guide for the Office on Aging and other entities associated with the aging network to provide aging services within the requirements established through the Older Americans Act (OAA) and the South Carolina Code of Laws. The manual provides the PSAs with flexibility, but the PSAs are ultimately responsible for the service outcomes in their regions.

South Carolina Information and Referral Policy Manual: Working with the National Association of States United for Aging and Disabilities, the Lieutenant Governor's Office drafted the South Carolina Information and Referral Policy manual. The intent of this manual is to help improve Information and Referral/Assistance (I&R/A) services statewide by standardizing administrative and service delivery expectations across I&R/A services at the ten Aging and Disability Resource Centers (ADRCs) found statewide. I&R/A Specialists are skilled, trained, and knowledgeable professionals, who provide one-stop shops for seniors who need services or valuable information in all 46 counties.

South Carolina State Plan on Aging: The Administration on Aging (AoA) approved the Lieutenant Governor's Office State Plan on Aging in 2012. This plan is the blueprint and guide for how the Lieutenant Governor's Office will administer federal aging resources, services, and programs until 2017.

This Week in The State House: "This Week in the State House" is a public service show airing on South Carolina Educational Television (SCETV) and is hosted by Lieutenant Governor McConnell. Through the program, the Lieutenant Governor provides leadership and a greater awareness of timely public policy issues. The program airs during the legislative session from January through June, and covers a wide range of well-timed topics dealing with public policy in South Carolina. Issues in 2013 included aging awareness, ethics reform, economic development, and transportation. Past episodes of "This Week in The State House" can be viewed by linking to http://scetv.org/index.php/this_week_state_house/.

Notice of Grant Awards: The Lieutenant Governor's Office on Aging overhauled and improved the process by which it awards Notices of Grant Awards (NGAs) to the 10 Area Agencies on Aging (AAAs)/Aging and Disability Resource Centers (ADRCs) and other aging grant recipients. The new NGAs are more professional and consistently uniformed in structure. The improved process better reflects the new direction of the Office under the leadership of Lieutenant Governor McConnell.

Advanced Information Manager (AIM): LGOA staff updated and streamlined the Advanced Information Manager (AIM) system. AIM is the data collection system used by the LGOA, the Area Agencies on Aging (AAAs)/Aging and Disability Resource Centers (ADRCs), and statewide service providers/contractors to capture critical client data used for reporting and statistical purposes. This is a significant accomplishment, as the LGOA is now better equipped to provide timely and accurate data to the Administration on Aging (AoA) and to the General Assembly when requested. AIM data also provides the Office with the tools necessary to analyze data and comprehensively evaluate the organization and network programmatically, as well as to better assess and identify service needs for seniors.

Client Assessments: The LGOA has also streamlined and improved the client assessment process. An unauthorized "short assessment" form that was used by providers/contractors was eliminated, and an improved assessment tool was created to assist with determining the seniors' compound critical needs. This new assessment form will be a useful tool to ensure that the Planning Service Areas

(PSAs) and their providers/contractors select clients with the greatest economic and social need. The Older Americans Act (OAA) stipulates that seniors with the greatest needs be served before all other clients. The new assessment policies will ensure that that OAA mandate is met. The new assessment form benefits seniors, is more comprehensive, and it does a better job in determining the seniors' needs and what services the seniors are eligible to receive.

Web Sites: To reflect the new direction and leadership set by Lieutenant Governor McConnell, the Lieutenant Governor's Office and Office on Aging's web sites were substantially redesigned and improved. The web sites were made user-friendly for individuals utilizing the sites for aging information and/or services, and will be continually updated as new information is added and technologies improve.

SC Access: The Lieutenant Governor's Office has updated and improved its SC Access and On-line Support Assistant (OLSA) systems. SC Access is a guide to valuable resources for older adults, people with disabilities, and their family members and caregivers. It provides free online access to information on thousands of aging services throughout South Carolina, and services are also listed county-by-county. In the last year, the LGOA has seen an increased use of SC Access by individuals in other states and has seen where soldiers posted oversees are using the service to seek aid for parents and loved ones. SC Access also supports I&R/A Specialists and gives them the ability to improve the services they provide by allowing them to access a statewide database of available services. Other popular features of SC Access include the statewide calendar of aging-related events which provides seniors with information about activities and events available to them, such as Learn About. Learn About contains links to useful websites, as well as information about important topics to help seniors make informed choices.

First Lego League: The Lieutenant Governor partnered with the First Lego League, which is a school-to-career pipeline through which young people are inspired to explore opportunities in science and technology. In 2012 – 2013, First Lego emphasized a Senior Solutions-themed competition. Students were asked to explore ways to make daily activities easier for seniors. The Lieutenant Governor and his staff participated in several First Lego League events. Some of the First Lego League students were guests on SCETV's "This Week in the State House with Lieutenant Governor McConnell." The

(Photo Credit: Charleston Post & Courier)

students were recognized by the Senate, and a luncheon was held in the Lieutenant Governor's State House Office. In addition to the intergenerational awareness generated by this program, the student teams came up with many innovative ideas to assist senior citizens, and some of the teams have received patents for their work.

Emergency Relocation Bags: The Lieutenant Governor continues to partner with civic groups and business associations to prepare and provide emergency relocation bags for residents of long-term care facilities slated to be closed. Often the residents of these residential facilities only have hours to prepare for relocation to another facility, and many do not have any personal items. These emergency bags include clothing, toiletries, and other items critical to preserving a resident's dignity and quality of life during the transition period. In 2013, the Long Term Care Ombudsman Program distributed Relocation Bags to approximately 40 residents displaced as a result of emergency facility closures.

Family Caregivers: The Lieutenant Governor secured an additional $3 million in non-recurring funds from the General Assembly during the 2013 budget cycle for Fiscal Year 2013 – 2014. This funding will provide respite for family caregivers.

Lifespan Respite: The Lieutenant Governor joined the South Carolina Respite Coalition and Family Connection at the State House on May 8, 2013 to present the South Carolina State Respite Plan to the Legislature. The plan provides a working blueprint to enhance respite services in South Carolina.

Alzheimer's Respite: In 2013, the LGOA formed a beneficial working partnership with the Alzheimer's Association of South Carolina to provide respite to individuals who serve as family caregiving to Alzheimer's patients starting in Fiscal Year 2013 – 2014. Previously, the Alzheimer's Association of South Carolina administered a program using funds from the South Carolina Department of Mental Health (DMH) for respite, but this year the Association asked the LGOA to coordinate the Alzheimer's respite program in conjunction with the statewide Family Caregiver Program operated by the LGOA.

Leadership South Carolina: On May 16, 2013, Lieutenant Governor McConnell spoke to the newly appointed Leadership South Carolina Class (young professional leaders under age 40). As a result of his speech, the 2013 class selected to highlight aging issues and senior hunger insecurity awareness as their year-long project. The 2013 class held an event on the Statehouse steps with Lieutenant Governor McConnell, and presented over $100,000 to South Carolina food banks to serve seniors. This successful public-private partnership between Leadership South Carolina and the Lieutenant Governor's Office was capped off with Honda Cars of South Carolina donating vans to two senior centers in order to enhance the many aging services they provide. The Saint James Santee Senior Center in McClellanville and the Leatherman Senior Center in Florence were recognized for the outstanding job they do in providing services to seniors, and they were grateful recipients of the donated vans.

Rental Assistance Program: After nearly four years, the Lieutenant Governor's Office on Aging (LGOA) has resumed its partnership with the South Carolina Housing Authority to fund its Rental Assistance Program for seniors needing housing assistance. Starting in July 2013, the program will again be administered by the LGOA, and the Housing Authority has committed to providing rental assistance funds throughout South Carolina for persons age 60 and older, who are at 150 percent of the federal poverty level or below. The information provided on the application will be used to determine if someone is eligible for assistance.

Senior Expo 2013: The Lieutenant Governor and the Office on Aging partnered with the City of Columbia, WLTX-TV, and many private partners to host its 2013 Senior Expo at Hyatt Park. Major partners included: Blue Cross Blue Shield of South Carolina, Absolute Total Care, South Carolina Beverage Association, Long's Drugstore, The Fresh Market, Lexington County Recreation & Aging Commission, Senior Catering, Kroger on Forest, Hawthorne Drugstore, Palmetto Health, The Benefit Bank of South Carolina, and Whole Foods. The theme of the event was "Unleash the Power of Aging: Senior Power," and over 300 participants had lunch, participated in social and physical activities, and visited with aging services vendors who manned exhibition booths and tables. The event offered seniors the opportunity to learn about aging programs and service opportunities available to them in their communities, while also affording them with time for essential social interaction and physical activity.

Partnerships: The Lieutenant Governor and the Office on Aging have aggressively created partnerships to enhance the lives of South Carolina's seniors and vulnerable adults. Some of these partnerships include traditional faith-based organizations; others are with the City of Columbia; University of South Carolina's School of Social Work; and private groups such as Sun City; hospitals; Blue Cross Blue Shield; and the Alzheimer's Association. Partnerships with the disability community were expanded by adding new members including: Centers for Independent Living; Statewide Independent Living Council; South Carolina Department of Disabilities and Special Needs; South Carolina Department of Health and Human Services – Money Follows the Person; South Carolina Association of the Deaf; National Alliance for the Mentally Ill; Spinal Cord Injury Association; Veterans Affairs; Brain Injury Association; Wheel Dogs; Family Connection; South Carolina Respite Coalition; and the South Carolina Developmental Disabilities Council. Aging and Disability Partnership meetings are held quarterly to discuss ways in which to collaborate and to partner on specific events and to share resources. The Office continues to establish partnerships in the legal community to create opportunities for low-income seniors to have access to legal documents, such as wills, powers of attorney, and advance directives.

South Carolina Senior Citizens' Handbook: In collaboration with the South Carolina Bar Public Services Division, the Lieutenant Governor's Office on Aging produced *"The South Carolina Senior Citizens' Handbook: A Guide to Laws and Programs Affecting Senior Citizens"*. The Lieutenant Governor's Office and the Bar distributed 20,000 copies of the handbook to citizens throughout South Carolina. It was recognized by the South Carolina State Library as a Notable Public Document for 2013.

Guardian Ad Litem Program for Seniors: The Lieutenant Governor and the Office on Aging are working with senior advocates and groups, such as the Alzheimer's Association, to create the Vulnerable Adult Guardian ad Litem Program in the Office on Aging. The program would serve as a statewide system to recruit, train, and supervise volunteers to serve as court-appointed guardian ad litem for vulnerable adults in abuse, neglect, and exploitation proceedings within the family court. Senate Bill S.764 is pending in the General Assembly.

State Health Insurance Program (SHIP): SHIP or I-CARE (Insurance Counseling and Referral for Elders) assists seniors and adults with disabilities in accessing health insurance coverage, including Medicaid and Medicare Parts A, B, C, and D (the prescription drug program). The Office successfully completed State Health Insurance Program (SHIP) trainings in four regions, resulting in 47 newly certified SHIP counselors. During this reporting period, 145,509 Medicare beneficiaries were reached through regional media events, 25,471 were reached through interactive community outreach events, and 45,729 beneficiaries were assisted through one-on-one contacts.

South Carolina Nursing Facility Bed Locator: The Lieutenant Governor's Office introduced the nursing facility bed locator service in 2013. This innovative web-based tool is useful in determining the availability of nursing home beds in South Carolina, and is a partnership between the Lieutenant Governor's Office on Aging and the South Carolina Department of Health and Human Services (DHHS). The system tracks Medicaid beds, Medicare Rehabilitation beds, and Private Pay beds, as well as show the last time the bed availability information was updated. In addition to bed availability, nursing facilities are required to input their daily Medicaid bed use (called permit days).

The system tracks permit days and provides information on how close each facility is to its yearly target. This site can be accessed by linking to: http://www.nfbl.sc.gov/.

Model Approaches to Legal Assistance (MALAS): The Model Approaches to Legal Assistance (MALAS) grant focused on developing and implementing low costs/no costs sustainable programs to ensure increased visibility and accessibility of legal services. Collaborations and partnerships resulted in successful products and pilot programs such as oversight of guardians in various areas statewide.

Permanent Improvement Program (PIP) Grants: The Lieutenant Governor awarded four Permanent Improvement Program (PIP) Grants during its 2013 grant cycle. Senior Centers awarded PIP grants include Saint James Santee Community Center in Awendaw, Town of Mount Pleasant Senior Center, Town of Cowpens Senior Center, and the Town of Pacolet Senior Center. The PIP program is funded through State Bingo tax and licensing fee revenues.

Physician's Order for Scope of Treatment (POST): The Lieutenant Governor's Office on Aging worked with the Coalition for the Seriously Ill (CSI) Steering Committee to develop a Physician's Order for Scope of Treatment (POST) directive and the implementation of a pilot program. POST is modeled on the National POST Paradigm, which is an approach to end-of-life planning based on conversations between patients, loved ones, and medical providers. POST is designed to ensure that seriously ill patients can choose the treatments they want and that their wishes are honored by medical providers.

I.3   Key Strategic Goals for the Present and Future Years
       (The Lieutenant Governor's Office is currently revising its strategic plan. The plan will be revised annually, or as needed.)

Goal 1: Administer Older Americans Act (OAA) and State Resources for Mandated Services to Aid Seniors and Vulnerable Adults	
Strategic Goal A	Implement the new strategic plan being developed, in order to improve service delivery and enhance aging services for South Carolina's seniors.
Strategic Goal B	Assure that only those seniors with the greatest social and economic needs are served first, before other seniors with lesser needs.
Strategic Goal C	Effectively adopt the Administration on Aging's (AoA's) and the Lieutenant Governor's instructions to modernize an ever evolving aging network, and to create a twenty-first century service delivery model that strives to serve a growing senior population that may have to do more with fewer resources.
Strategic Goal D	Inspire aging network partners to fully embrace the new fast-paced professional atmosphere and leadership style adopted by the Lieutenant Governor's Office and the Administration on Aging, in order to enhance statewide service delivery and programming.
Strategic Goal E	Work with the 10 Planning Service Areas (PSAs) and other aging partners to invigorate the aging network in order to enhance service delivery to South Carolina's growing senior population.
Strategic Goal F	Request, plan, allocate, and advocate for federal and state resources needed to provide critical aging services for South Carolina's growing senior population.
Strategic Goal G	Foster an atmosphere which supports progressive ideas that promote better service delivery and enhanced services for seniors, such as cost-sharing and private pay initiatives for aging services.
Strategic Goal H	Develop and improve research and data collection. Both the Administration on

	Aging (AoA) and the General Assembly expect quality research and reliable data to show positive results and a need for increased funding for aging services. The Lieutenant Governor's Office is working with the 10 PSAs and their providers/contractors to improve data collection throughout South Carolina.
Strategic Goal I	Analyze data collected by the Planning Service Areas (PSAs) to ensure compliance with federal and state mandates, and to ensure that they are good stewards of the limited aging funds available in South Carolina.
Strategic Goal J	Prepare federal and state data reporting requirements on a timely basis as required by the State of South Carolina or the Administration on Aging (AoA).

Goal 2: Enhance Quality and Length of Healthy Lives for Seniors and Vulnerable Adults	
Strategic Goal A	Provide information, services, and program opportunities for South Carolina's seniors and vulnerable adults and their family caregivers, in order to better empower them in planning and coordinating access to aging services, as well as providing them enhanced control of the services they receive.
Strategic Goal B	Offer coordinated services, programs, education, and information in order to assist seniors in preventing or delaying the onset of chronic conditions, and to support their independence and safe quality of life for as long as possible.
Strategic Goal C	Partner with the 10 Planning Service Areas (PSAs) to provide information, assistance, training, and respite to family members caring for seniors and persons with disabilities.
Strategic Goal D	Educate the public about the role of their local Planning Service Area (PSA) and Area Agency on Aging (AAA)/Aging and Disability Resource Center (ADRC), as well as the many valuable services offered for seniors and vulnerable adults through an ADRC.
Strategic Goal E	Establish awareness of critical aging issues among policy leaders, such as members of the General Assembly, by presenting educational opportunities highlighting the many beneficial services and programs delivered through the Lieutenant Governor's Office and statewide aging network, including Home and Community-Based Services.
Strategic Goal F	Improve access to transportation services for seniors, since most South Carolina counties lack reliable public transportation. Aging transportation services provide a safety net, and are critical to assisting seniors to remain at home independently and safely, and to not be placed in expensive state-funded residential facilities.

Goal 3: Protect South Carolina's Vulnerable Adults	
Strategic Goal A	Manage the Long Term Care (LTC) Ombudsman Program as authorized by the Older Americans Act (OAA) and South Carolina Code of Laws.
Strategic Goal B	Administer Elder Rights and Legal Assistance programs in the State of South Carolina.
Strategic Goal C	Arrange for educational opportunities and programs aimed at the prevention of elder abuse, neglect, and exploitation in South Carolina.

I.4   Key Strategic Challenges

Fiscal Year 2012 – 2013 was a period of transition for the Lieutenant Governor's Office. This transition led to an office-wide comprehensive assessment of policies, procedures, and standard operating practices, resulting in office reorganization to better streamline the organization and to enhance and improve the delivery of aging services.

During this transition year, strategic planning was initiated for the first time in nearly a decade. Working with the University of South Carolina, the Office undertook the challenge of strategic planning for the future of a statewide aging network that faces many critical challenges. In addition, new policies and procedures were implemented to modernize South Carolina's aging network with the goal of improving the delivery of services to South Carolina's seniors and adults with disabilities.

After the new strategic plan is finalized, the Lieutenant Governor's Office's will continue working together with the 10 Planning Service Areas (PSAs), the Area Agencies on Aging (AAAs)/Aging and Disability Resource Centers (ADRCs), and other aging partners to invigorate the aging network and to enhance service delivery to South Carolina's growing senior population in the foreseeable future.

Encouraging aging network partners to embrace the new direction set for Home and Community-Based Services, and accepting the goal oriented leadership set by Lieutenant Governor McConnell will be the Office's primary fundamental strategic challenge for fiscal year 2013 – 2014. Although strategic planning will guide how the organization successfully maneuvers through the upcoming year, it faces other key strategic challenges such as serving a rapidly growing senior population and the coordination of an ever evolving statewide aging network. The 2013 – 2014 key challenges include resources and funding and are found below.

A federally-mandated Older Americans Act (OAA) which has not been revised or amended by Congress since 2006: Through the Older Americans Act (OAA), the Lieutenant Governor's Office is the legally designated State Unit on Aging (SUA). Without a SUA, the Administration on Aging (AoA) could not legally award federal funds in South Carolina. Congressional reauthorization of the OAA is three years overdue. Until reauthorized, the 2006 OAA is still applicable, and the Office on Aging must adhere to its mandates.

The impediment of coordinating aging services using the provisions of the Older Americans Act (OAA): The Older Americans Act (OAA) is a blueprint for all 50 states and territories, and is not tailored for specific aging challenges for each state. Therefore, the OAA grants the Lieutenant Governor's Office the authority and the latitude to set policies best tailored to serve South Carolina's seniors and vulnerable adults, as long as those policies are within the scope of the OAA. The Office on Aging works with partners like National Association of States United for Aging and Disabilities (NASUAD) and the Administration on Aging (AoA) to interpret the OAA and to set policies and protocols that work for South Carolina.

Coordinating a statewide aging network: The Lieutenant Governor's Office on Aging administers federal funds received through the Older Americans Act (OAA) and the State of South Carolina. These funds are distributed to 10 regional Planning Service Areas (PSAs), who then contract with local providers/contractors for services such as, home-delivered and group dining meals, transportation, home care services, social adult day care services, respite, and disease prevention/health promotion. The Office is given unmitigated authority to administer the OAA, yet the unique structure mandated by the OAA provides challenges. The Lieutenant Governor is actively educating the aging network on the important role that the OAA and the South Carolina Code of Laws provides the Office in coordinating and administering aging programs, and setting policies for service delivery to seniors and vulnerable adults.

A growing senior population in South Carolina, which is expected to double in the next 20 years: A rapidly growing senior population will result in a larger demand for aging services. South Carolina's senior population has more than 943,000 individuals, and over one million baby boomers

are set to retire in the near future. The influx of new seniors will put added demands on an aging network that presently has limited funding resources.

Funding of aging services on the federal, state, and local levels need to be addressed: As the senior population grows and revenues decline, sustainability of aging programs and services is a critical challenge. The Lieutenant Governor's Office must seek additional funding sources if the increased demands are to be met.

Funding concerns: For years, there has been a lack of awareness of the seriousness of the consequences associated with a growing senior population in South Carolina. Lieutenant Governor McConnell and his staff members are actively working to educate policymakers and the public on the numerous critical needs facing seniors. A major concern is the use of non-recurring revenue sources for programs serving a rapidly growing senior population. The Lieutenant Governor's Office aggressively seeks permanent funding opportunities and stable revenues when available, in order to continue its mission and to maintain crucial services for senior clients.

A declining number of Medicaid nursing home beds in South Carolina: In recent years, the number of nursing home beds in South Carolina has declined, as privately owned nursing home facilities are limiting the number of Medicaid funded beds. This decline will ultimately result in a greater demand for aging services provided by the Lieutenant Governor's Office, as many seniors find it necessary to age in place at home. As this trend continues, Lieutenant Governor McConnell makes a compelling case for fully funding Home and Community-Based Services in order to save the State of South Carolina money by delaying expensive nursing home bed placements.

Senior transportation: Transportation services provide a critical role that assists South Carolina seniors remaining at home independently and safely, and not being placed in expensive state-funded residential facilities. Being primarily a rural state, South Carolina does not provide many public transportation options for seniors. Without adequate transportation, basic needs cannot be met, and seniors eventually have to relocate with family members or be institutionalized in costly state-subsidized nursing facilities.

Data integrity and monitoring: As both federal and state funding sources have been reduced, the Lieutenant Governor's Office has overhauled its data collection systems and monitoring operations to ensure client data accuracy and integrity. To modernize project oversight and data collection, staff members are working with the Planning Service Areas (PSAs) to improve the Client Assessment System, with the goal of targeting those seniors who have the greatest need, as stipulated by the Older Americans Act (OAA). The OAA defines those seniors with greatest need as: low-income older individuals, low-income minority older individuals, older individuals with limited English proficiency, and older individuals residing in rural areas.

- **Client assessments:** The Older Americans Act (OAA) mandates that the Lieutenant Governor's Office on Aging target seniors with the greatest social and economic need. In order to meet those targets, the assessment intake process was revised in 2013 to identify the seniors' compound critical needs in order to best direct services. All assessments are recorded in the Advanced Information Manager (AIM) System.

- **Nutrition Risk Scores:** By revising the AIM assessment policy, the Planning Service Areas (PSAs) and their independent providers/contractors were encouraged to serve only those nutrition clients with a nutrition risk score of six or higher, as determined by national criteria. The rationale for the change is that by serving clients with low risk scores there is

the potential for seniors with a greater need being under-served. Clients with less than a six nutrition risk score remain eligible for services as long as the PSA and the provider/contractor can justify the client being served. This policy provides flexibility, but the PSAs are still responsible for the outcomes reflected in federal reports for their regions.

- **Advanced Information Manager (AIM) System:** Senior client data for the Lieutenant Governor's Office on Aging is inputted by the Planning Service Areas (PSAs) and their providers/contractors, and captured by the Advanced Information Manager (AIM) System. Policies and procedures for the Advanced Information Manager (AIM) System were revised in 2013. AIM is used to accurately collect client, service, and programmatic data in a timely and uniform method. AIM is a reflection of unit of services received for payment, which determines if the PSAs and their providers/contractors have earned the service units they have claimed before any reimbursement requests are paid. This process allows for reimbursement, and assists by providing data for federal and state programmatic development.

Meals on Wheels and Home and Community-Based Services: Confusion exists as a result of the lack of awareness of the difference between Meals on Wheels and Home and Community-Based Services provided by the Lieutenant Governor's Office. While progress has been made in this educational endeavor, some policy leaders and aging network partners continue to confuse these services. Meals on Wheels is a privately funded nonprofit organization, with a limited scope directed to providing meals. Home and Community-Based Services also provides meals, as well as numerous other services, such as transportation, homecare, legal services, and respite care. Home and Community-Based Services and Meals on Wheels' services complement each other.

Below is a chart which details the many services offered through these uniquely different, but valuable aging programs:

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

I.5   How the Annual Accountability Report Is Used To Improve Organizational Performance:

The annual accountability report serves as a valuable resource to the organization's continuous improvement efforts and key performance measures, and it reflects the primary mission, and the major initiatives to carry out core functions. This report, along with the evolving strategic plan currently being drafted, evaluates progress towards improvements and targeted performance measures set forth by the Lieutenant Governor's Office for Team

Leaders and staff. In addition, the report provides an evaluation of processes and the network wide delivery of aging services and accomplishments. This report is placed on the Lieutenant Governor's Office on Aging's web site and is open to the public for review and assessment, in order to facilitate accountability and greater awareness of issues facing South Carolina's older and vulnerable adults.

Section II: Organizational Profile

II.1 Main Products, Services, and Primary Delivery Method
The Lieutenant Governor's constitutional responsibilities include serving as the President of the Senate. As President, he presides over the Senate when it is in session, makes parliamentary rulings from the chair, and ratifies bills that have been passed by the General Assembly. As a constitutional officer, the Lieutenant Governor has a significant volume of statewide constituent casework. In addition, he assists state and local officials in promoting economic development and job creation throughout South Carolina.

As stipulated in the South Carolina State Code of Laws, the Lieutenant Governor's Office is the federally designated State Unit on Aging (SUA). The Lieutenant Governor's Office is responsible for administering all of the federal Older Americans Act (OAA) funds as well as state appropriated funds. The Lieutenant Governor's Office on Aging is required by law to allocate federal funds (through a formula) to the 10 Planning Service Areas (PSAs), which house the Area Agencies on Aging (AAAs)/Aging and Disability Resource Centers (ADRCs). The PSAs use this funding for regional planning, resource coordination, client needs assessments, and oversight of a coordinated service delivery system. The AAAs/ADRCs competitively procure with providers/contractors for a wide range of Home and Community-Based services delivered locally to seniors.

In 2013, the Lieutenant Governor began reorganizing the Office on Aging to reflect his leadership and expectations and to make the Office more responsive to the needs of South Carolina's seniors. The Lieutenant Governor and his Chief of Staff members are actively engaged in the daily operations of the Office on Aging, which is managed by a Director and a Deputy Director. The State Long Term Care Ombudsman and Team Leaders manage each division to carry out the day-to-day programmatic operations and service delivery.

Office on Aging Divisions/Teams include:

Program Services Division	The Program Services Division facilitates outreach, policy, planning, and reporting. Other responsibilities include SC Access, senior center liaison services, Office emergency preparedness. and Information & Referral/Assistance (I&R/A) services.
Long Term Care Ombudsman	The State Long Term Care Ombudsman program is housed in the Lieutenant Governor's Office on Aging and has Regional Long Term Care Ombudsmen who are housed in the AAAs/ADRCs. Long Term Care Ombudsmen advocate for seniors and vulnerable adults residing in long-term care facilities (ex. nursing and assisted living facilities) and also investigate complaints (quality of care, abuse, neglect, exploitation, etc.) filed by or on behalf of the residents. The Friendly Visitor program, which is an entity of the Long Term Care Ombudsman program, is comprised of volunteers who regularly visit residents, particularly those who have no family or visitors.

Elder Rights	The Legal Services Developer program provides legal service referral and assistance to seniors of greatest social and economic need. Additionally, it addresses abuse, neglect, and exploitation through public awareness initiatives and makes advanced directives available to all South Carolinians upon request or through the LGOA web site.
Community Living	The Lieutenant Governor's Office provides aging services that are designed to enhance the lives of seniors and to give them the resources necessary to remain at 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 Office also provides insurance counseling, education and training, family caregiver support, and the Alzheimer's Resource Coordination Center (ARCC).
Planning Service Areas (PSAs), Area Agencies on Aging (AAAs), and Aging and Disability Resource centers (ADRCs)	Ten regional Planning Service Areas (PSAs) house and coordinate the Area Agencies on Aging (AAAs) and Aging and Disability Resource Centers (ADRCs). The AAAs/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:

- All seniors in South Carolina, their families, and caregivers who receive aging services for their needs and advocacy for their concerns;
- The General Assembly, which appropriates funds that provide services to South Carolina's seniors;
- The Planning Service Areas (PSA) and their Area Agencies on Aging (AAAs)/Aging and Disability Resource Centers (ADRCs) that provide regional services for seniors with funding provided by the Lieutenant Governor's Office;
- Local service providers/contractors who deliver many of the aging services in South Carolina by procuring with the AAAs/ADRCs;
- Communities and other collaborative partners who look to the Lieutenant Governor's Office on Aging for information and assistance, and, when available, grants;
- Disability groups that partner with the Office on Aging;
- Residents of long-term care facilities and their family members, who look to the Lieutenant Governor's Office on Aging to provide information, assistance and protection from abuse, neglect, and exploitation; and
- Residents of the Department of Disabilities and Special Needs (DDSN) and Department of Mental Health staff 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).

II.3   Key Stakeholders

Key stakeholders for the Lieutenant Governor's Office include South Carolina's seniors and vulnerable adults, their families and caregivers, as well as adults with disabilities and disability advocates. Other key stakeholders include:

- The General Assembly;
- The Administration on Community Living (ACL) and its Administration on Aging (AoA);

- PSAs, AAAs/ADRCs, and local providers/contractors;
- Federal, state, and local government agencies;
- Community organizations, partners, and advocacy groups that serve seniors;
- For profit and nonprofit groups, philanthropic organizations, and civic groups;
- Advisory boards and committees;
- Staff; and
- Taxpayers.

II.4   Key Suppliers and Partners
Key suppliers and partners for the Lieutenant Governor's Office include:
- Federal, state, and local governments;
- PSAs and their AAAs/ADRCs;
- Service providers/contractors in the aging network;
- Community organizations, partners, and advocacy groups that serve seniors; and
- Information technology providers.

II.5   Operation Location
The Lieutenant Governor's Office is located on the first floor of the State House. The Lieutenant Governor's Office on Aging is located at 1301 Gervais Street, Suite 350, Columbia, South Carolina 29201.

II.6   Number of Employees
The Office of the Lieutenant Governor is authorized 47 full-time equivalents (FTEs) with 40 being classified, and seven unclassified. Thirty of the classified FTEs and seven of the unclassified FTEs are filled, while the remaining 10 classified positions remain vacant.

II.7   Regulatory Environment under which the Agency Operates
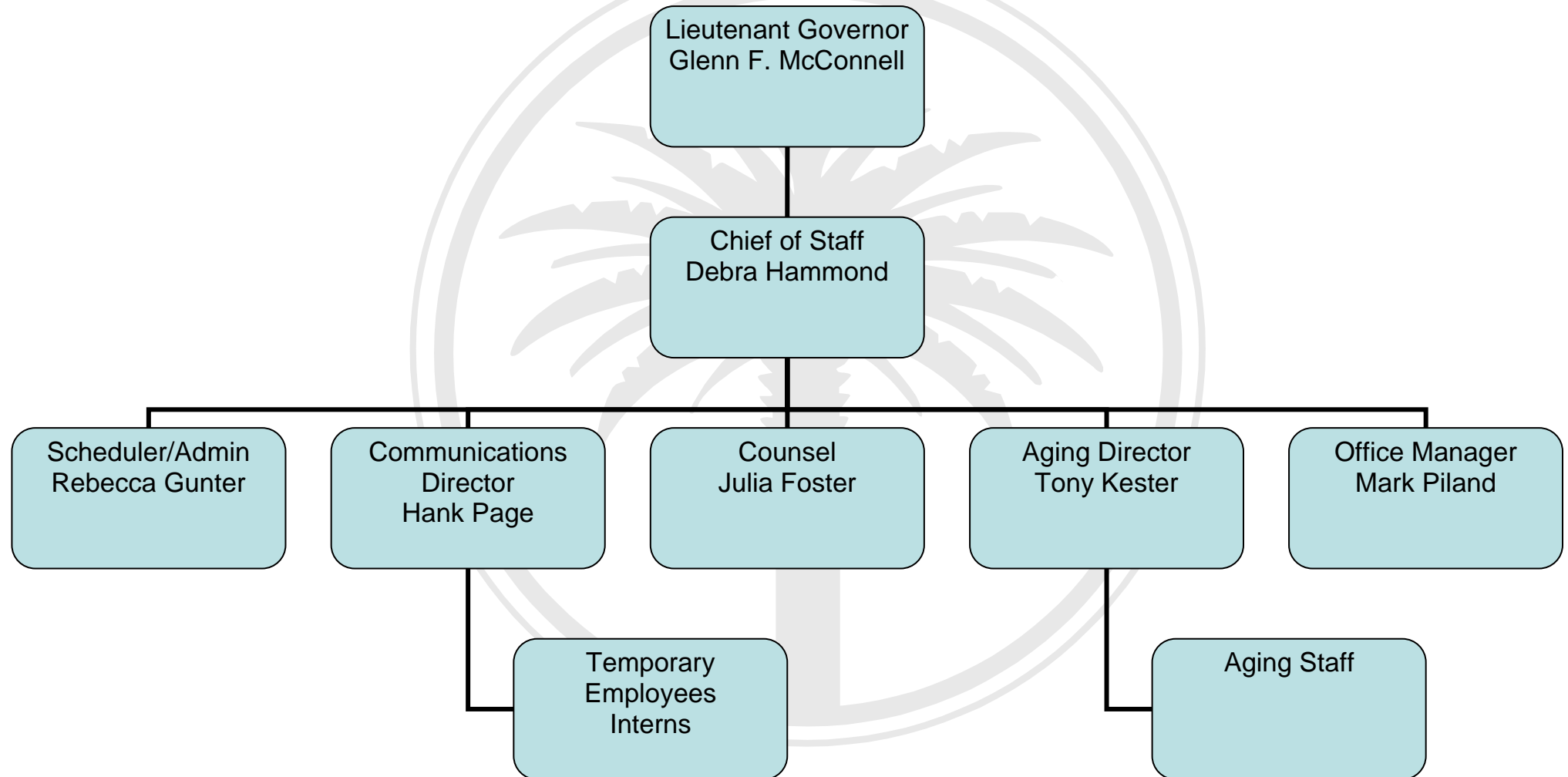The Constitution of South Carolina stipulates the Lieutenant Governor's official responsibilities and duties. Section 43-21-40 of the South Carolina Code of Laws authorizes the State Unit on Aging (SUA) to be housed in the Lieutenant Governor's Office. The Lieutenant Governor's Office is the federally designated SUA and administers aging specific programs of the federal and state government.

II.8   Performance Improvement System
With the transition of a new Lieutenant Governor, the Office has been reorganized with improved performance and efficiency in mind. Current technologies and professional resources are used to enhance staff performance and operations. Policies are developed to ensure that work activities and outcomes are being conducted in the most efficient, transparent and accountable ways possible. Strong communications, appropriate workloads, and efficient time management are critical to assure success within an organization that deals with ever-changing aging needs. The annual Employee Performance Management System (EPMS) provides Team Leaders a way to relate each position's responsibilities, and ensure that they are reflective of the goals of the Lieutenant Governor's Office.

II.9   Office of the Lieutenant Governor and the Lieutenant Governor's Office on Aging's Organizational Structure

A. Office of the Lieutenant Governor

```
                    Lieutenant Governor
                    Glenn F. McConnell
                            |
                      Chief of Staff
                      Debra Hammond
                            |
  ┌──────────┬──────────┬──────────┬──────────┬──────────┐
Scheduler/Admin  Communications    Counsel    Aging Director   Office Manager
Rebecca Gunter      Director      Julia Foster  Tony Kester      Mark Piland
                   Hank Page
                      |                             |
                  Temporary                     Aging Staff
                  Employees
                   Interns
```

B. Lieutenant Governor's Office on Aging
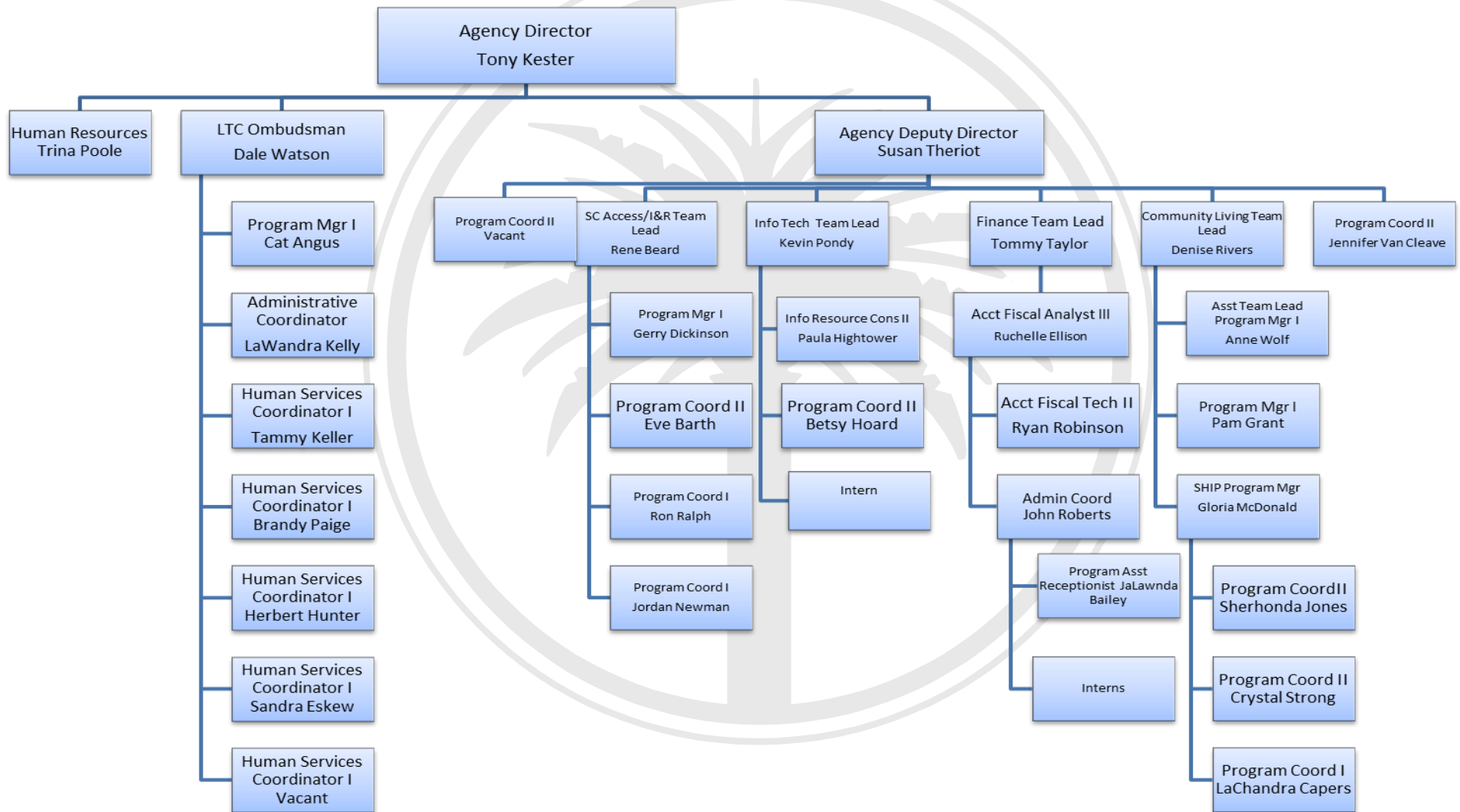
II.10   Appropriations/Expenditures Chart

Accountability Report Appropriations/Expenditures Chart
Base Budget Expenditures and Appropriations

Major Budget Categories	FY 11-12 Actual Expenditures		FY 12-13 Actual Expenditures		FY 13-14 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$1,976,168	$954,365	$2,070,346	$1,005,119	$2,398,274	$1,201,430
Other Operating	$999,344	$222,272	$907,643	$208,726	$1,189,949	$195,602
Special Items	$1,645,125	$1,645,125	$2,751,841	$2,751,841	$6,672,001	6,672,001
Permanent Improvements	0	0	0	0	0	0
Case Services	$332,398	$50,921	$864,044	0	$1,000,000	0
Distributions to Subdivisions	$26,985,278	$1,271,621	$23,334,267	$1,118,891	$26,979,429	$1,135,245
Fringe Benefits	$594,774	$287,353	$644,662	$306,139	$829,637	$458,615
Non-recurring	0	0	0	0	$2,999,999	$2,999,999
Total	$32,530,087	$4,431,657	$30,572,803	$5,390,716	$42,069,289	$12,662,892

Other Expenditures

Sources of Funds	FY 11-12 Actual Expenditures	FY 12-13 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 11-12 Budget Expenditures		FY 12-13 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:	$248,638	State:	$402,054	N/A
		Federal:	$0	Federal:	$0	
		Other:	$0	Other:	$0	
		Total:	$248,638	Total:	$402,054	
		% of Total Budget:	1%	% of Total Budget:	1%	
II.A Office on Aging Admin	Provides leadership, training, and coordination to promote services to seniors.	State:	$2,357,420	State:	$3,416,706	Section III.7.1
		Federal:	$1,777,009	Federal:	$1,592,413	
		Other:	$206,136	Other:	$978,391	
		Total:	$4,340,565	Total:	$5,987,510	
		% of Total Budget:	13%	% of Total Budget:	20%	
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:	$1,538,246	State:	$1,265,817	Section III.7.1.
		Federal:	$23,377,893	Federal:	$19,554,793	
		Other:	$2,430,227	Other:	$2,717,966	
		Total:	$27,346,366	Total:	$23,538,576	
		% of Total Budget:	84%	% of Total Budget:	77%	
II.C Employer Contribution	Provides for Retirement, FICA, Workers Compensation, Health Insurance, and Unemployment Insurance for agency staff.	State:	$287,353	State:	$306,139	N/A
		Federal:	$307,166	Federal:	$325,946	
		Other:	$0	Other:	$12,578	
		Total:	$594,515	Total:	$644,663	
		% of Total Budget:	2%	% of Total Budget:	2%	

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

Remainder of Expenditures:	State:	State:
	Federal:	Federal:
	Other:	Other:
	Total:	Total:
	% of Total Budget:	% of Total Budget:

Section III: Elements of Malcolm Baldrige

III.1   Senior Leadership

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, the Director of the Office on Aging, the Deputy Director, the State Long Term Care Ombudsman, and Team Leaders.   Senior staff meets every Monday morning with Team Leaders in order to plan and set the core direction, and semi-monthly staff meetings are held to encourage an open dialogue between senior leaders and staff.   Protocols are established, which encourage open communications between senior leaders and staff. Senior leaders are very open to listening to and soliciting different viewpoints in order to arrive at the best possible decisions for the Office on Aging and for South Carolina's seniors and vulnerable adults. 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.

III.1.2   How do senior leaders establish and promote focus on customers and stakeholders?
The Lieutenant Governor's Office works tirelessly to reach out to its customers and stakeholders. Lieutenant Governor McConnell is actively engaged in the operations of the Office and has shown a willingness to meet with customers and stakeholders. Educational programs are developed based on feedback received from these meetings.   The organization has numerous avenues available to interact with customers and stakeholders including standard/formal presentations, literature, websites, TV/radio, and email. The Lieutenant Governor continues to speak to civic groups to raise awareness of senior issues.   During this transition year, The Lieutenant Governor held a statewide Faces of Aging Tour, which took him to all 10 Planning Service Area (PSA) regions. Throughout the tour, the staff reached out to the entire aging network and the Lieutenant Governor held town hall forums in each region.   This has led to a greater awareness of the Office on Aging and the delivery of senior 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?
With the senior population increasing and expected to double within the next 20 years, the impact of the Lieutenant Governor's Office is significant for every citizen of South Carolina, regardless of age. The Lieutenant Governor's Office strives to efficiently serve the senior population and to maintain professional working relationships with the Planning Service Areas (PSAs), providers/contractors who deliver aging services, and other key stakeholders.   Through tools such as the Agency Accountability Report, the State Plan on Aging, and the South Carolina Aging Network's Policies and Procedures Manual, the Office shows a willingness to be accountable and to deliver services to senior clients.   In recent years, the

Administration on Aging (AoA) has stepped up its regional monitoring, reporting, and auditing requirements, which has made it necessary for the Lieutenant Governor's Office to enact new protocols for data collection by the PSAs. This critical data is used to ensure that the PSAs, through their service providers/contractors, are providing services as stipulated by the Older Americans Act (OAA) and ensures programmatic and service integrity. In addition, the client service data is routinely reviewed and analyzed to determine the unmet needs of the senior clients and customers.

III.1.4 **How do senior leaders maintain fiscal, legal, and regulatory accountability?**
The State Auditor conducts an annual fiscal audit of the Lieutenant Governor's Office. Senior leadership meets regularly to discuss statutory requirements and Office policies that have been established to ensure that senior services are being efficiently delivered throughout South Carolina. Fiscal, legal, and regulatory accountability are achieved through adherence to all governmental codes, regulations, and policies, including the Older Americans Act (OAA). The OAA directs that the staff 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 collection; monitoring fiscal, legal, and regulatory requirements; monitoring all funding requests; and conducting audits and frequent site visits. During the annual appropriations process, the Lieutenant Governor and his senior staff make a budget request presentation before the House Ways and Means Committee and the Senate Finance Committee.

III.1.5 **What performance measures do senior leaders regularly review to inform them on needed actions?**
Senior leaders routinely review Advance Information Manager (AIM) data, On-line Support Assistant (OLSA) data, National Ombudsman Reporting System (NORS) data, and grant information, as well as other critical data and reports used by the Lieutenant Governor's Office to ensure that the Planning Service Areas (PSAs) and their providers/contractors are providing aging services as stipulated in the policies and procedures, and through the conditions set by annual grant awards. Data accuracy, employee performance, and service delivery operations are constantly reviewed and reassessed to ensure maximum productivity. Financial reports, grant reports, and invoices submitted by the Planning Service Areas (PSAs), as well as agency financial reports are reviewed. Reports generated by AIM and other data collection systems 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?**
In the Lieutenant Governor's Office, senior leaders lead by example, and management effectiveness is measured in a number of ways. Team leaders hold frequent meetings with employees they supervise, and these employees are encouraged to pursue training opportunities. Senior leaders strive to set an exemplary

standard for integrity within the workplace. Senior leaders integrate themselves into the workforce by spending time with staff and interacting with employees at all levels, seeking input, and giving feedback. Senior Leaders and Team Leaders maintain an open door policy and encourage feedback from staff.

III.1.7   **How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?**
The updated strategic plan incorporates back up plans, cross-training, and knowledge transfer in order to achieve the goals for succession planning and leadership development.

III.1.8   **How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?**
Senior leaders are actively engaged in all daily activities of the Lieutenant Governor's Office and maintain communication with employees, customers, and stakeholders in order to accomplish the objectives set for the organization. The Chief of Staff, Director, Deputy Director, and Team Leaders work closely to review staff policies and protocols to enhance the work environment and promote performance improvements. Strategic planning is used by senior leaders to foster an environment that accomplishes established goals and objectives, such as serving a growing senior population with limited resources.

III.1.9   **How do senior leaders create an environment for organizational and workforce learning?**
The goals for the organization are set by the Lieutenant Governor, Chief of Staff, Director, and Deputy Director. Senior leaders and Team Leaders work directly with staff, providing a positive environment through their actions for organizational and workforce learning. Senior leaders encourage cross-training and employee assistance at every level within the Office, and training is offered to staff in order to perform their work duties with greater efficiency.

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?**
Staff members are recognized for their accomplishments during semi-monthly staff meetings. Team Leaders routinely recognize staff for their hard work in an ongoing effort to motivate the workforce. New employees are provided an orientation by Human Resources and by their Team Leader. Employee recognition luncheons and activities are held throughout the year to reward staff. In addition, the Lieutenant Governor, Chief of Staff, and Director set policies and protocols to provide a professional work environment and an atmosphere where staff can be openly engaged. Ongoing staff input and dialogue is supported and is especially encouraged 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 and all his staff members are actively engaged in outreach efforts throughout South Carolina. Outreach efforts are instrumental to the Lieutenant Governor's Office for the purpose of building bridges to stakeholders, seniors, and communities statewide. Each program provides outreach and training that includes educational opportunities, presentations, and conferences. In 2013, the Lieutenant Governor held town hall forums in each of the Planning Service Area (PSA) regions, and staff participated in numerous expos and community events where thousands of people were touched. Whether it is speaking to a civic group, school, faith-based group, or community organization, the Lieutenant Governor takes his role as South Carolina's chief advocate for seniors seriously. Information and data obtained through outreach efforts are used to develop programs, protocols, and procedures based on the needs identified, service gaps, and constituent needs.

In addition, Information and Referral/Assistance (I&R/A) Specialists play an important role in outreach, and they actively support and strengthen the Lieutenant Governor's Office on Aging's mission within the 10 PSA regions. I&R/A Specialists work closely with the Office on Aging staff in order to connect seniors, adults with disabilities, and their caregivers with the programs, services, resources, and information they need to enhance their lives and to live safely and independently at home for as long as possible.

III.2   Strategic Planning

The strategic planning chart below reflects Fiscal Year 2012 – 2013. Once the new strategic plan is released, the goals, objectives, action plans, initiatives, and performance measures will be modified to reflect the direction set by Lieutenant Governor McConnell, the Older Americans Act (OAA), and the Administration on Aging (AoA).

STRATEGIC PLANNING CHART			
Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 12-13 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

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; (b) financial, regulatory, societal, and other potential risks; (c) shifts in technology and customer preferences; (d) workforce capabilities and needs; (e) organizational continuity in emergencies; and (f) your ability to execute the strategic plan?**

Senior leaders and Team Leaders continuously review information and practices on a regular basis in order to plan and modernize operations, as well as to properly meld the workload with the number of staff and current funding levels. The Lieutenant Governor's Office is in the process of developing a new strategic plan which will amend practices and guide the organization and the Aging Network. Led by the Lieutenant Governor, the strategic planning process is comprehensive, with involvement and input by senior leadership and staff. The strategic planning process has taken into account the organization's strengths, weaknesses, opportunities, potential risks, technology shifts, customer preferences, workforce capabilities, and long-term needs. Once completed, the newly-revised strategic plan will include benchmarks and other measurement criteria for documenting success through improved data processes. The plan will also improve operations and allow for greater transparency and accountability, as well as provide protocols which will enhance the delivery of aging services within a statewide aging network led by the Lieutenant Governor.

III.2.2 **How do your strategic objectives address the strategic challenges you identified in your Executive Summary?**

Strategic objectives address the strategic challenges identified in the Executive Summary. When determining strategic objectives, the many factors denoted in the Executive Summary, including the requirements of the Older Americans Act (OAA), State Code requirements, as well as the demands faced from a growing senior population are identified and reviewed. Many of the challenges the Lieutenant Governor's Office has in administering aging services and programs statewide are externally driven and require steady leadership to respond to the many different changing conditions. Some of these external challenges include a growing senior population, which creates a greater demand for aging services, unstable funding sources, availability of Medicaid beds, and the misconception that the Office on Aging only provides nutrition services.

The fundamental 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 safely at home and independent for as long as possible. This will be accomplished through strategic planning and by providing better coordinated service delivery systems.

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?**

All strategic objectives are reviewed frequently by senior leaders. The Lieutenant Governor's Office uses multiple data and informational gathering systems to track programs, services, and allocation resources. Among the data collection systems are Advanced Information Manager (AIM), On-line Support Assistant (OLSA), and the National Ombudsman Reporting System (NORS). The Administration on Aging (AoA) has become more data and performance driven and is requiring the Lieutenant

Governor's Office to improve data gathering systems and protocol. During the 2013 budget process, state appropriators advised that they would rely on data to determine future funding levels. Increasingly, the AoA and state appropriators are basing aging funding on the data provided and actual performance.

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

The Lieutenant Governor's Office has multiple tools available to communicate and deploy strategic objectives and action plans including: the State Plan; Area Plans; budget documents; annual Accountability Report; Employment Performance Management System (EPMS); web sites; and interactions with policy leaders and members of the aging network. Information is also disseminated at meetings with staff, Planning Service Area Directors, and other aging network stakeholders.

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

Progress is measured by data generated by staff, Planning Service Areas (PSAs), and providers/contractors in the regions. These reports are generated weekly, monthly, and quarterly, and are used by senior leaders, Team Leaders, and program managers to provide performance measures and to review goals. Senior leaders use the information and data provided by these reports to measure programmatic progress, staff development, and performance outcomes, and to ensure that seniors are receiving the services and programs they are eligible to receive.

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

The strategic planning process is an ongoing activity in the Lieutenant Governor's Office. The Lieutenant Governor and his senior leaders are continually reviewing client data and performance measures to ensure that the strategic planning objectives and goals are being met. The requirements of the Older Americans Act (OAA) and the Administration on Aging (AoA), as well as the well-being of South Carolina's seniors, are taken into account when improvements are made to the strategic planning process.

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.**

The new strategic plan will be available on the Lieutenant Governor's Office's website at http://ltgov.sc.gov/Pages/default.aspx and the Office on Aging's website at 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?**

The Lieutenant Governor's Office determines its customers and their requirements by strictly adhering to the stipulations of the Older Americans Act (OAA) and by working directly with key stakeholders and partners in the South Carolina aging network. The assessment process also plays a critical role in determining who its customers should be by finding and verifying those seniors with the greatest need. Each Planning Service Area (PSA) region has Information and Referral/Assistance (I&R/A) Specialists who work directly with seniors and other stakeholders to

facilitate constituent services, and direct seniors to the many critical aging services available in their regions.

In addition, the Lieutenant Governor and staff hold public meetings, such as the town hall forums during the Faces of Aging Tour, and staff regularly interacts with seniors and aging network partners at meetings, public events, and one-on-one sessions.

III.3.2   **How do you keep your listening and learning methods current with changing customer/business needs and expectations?**
The Lieutenant Governor's Office actively engages in outreach, information and referral services, planning, and advocacy in order to reach South Carolina's senior and vulnerable adult populations, and to serve their special needs. Listening and learning processes are kept current through planning, and staff works progressively to promote senior issues statewide. Annual assessments are reviewed in order to determine if the needs of the senior clients are being met. Data collection procedures have been improved, which will help ensure that the needs of South Carolina's seniors and vulnerable adults are being served.

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?**
Seniors, family caregivers, and constituents are able to contact the Lieutenant Governor's Office by telephone, the Lieutenant Governor's web site, the Office on Aging web site, email, or through personal contact. Seniors and stakeholders are encouraged to use the innovative SC Access web site to find useful information and services available on the local or state level. The Lieutenant Governor's Office keeps regular business hours. Seniors, stakeholders, and constituents are always welcome to visit during business hours.

There are 10 regional Planning Service Areas (PSAs) available throughout South Carolina, funded by the Lieutenant Governor's Office. Seniors and their caregivers are encouraged to visit or contact those local operations for services and programs offered locally. In addition, the PSAs also provide Information and Referral/ Assistance (I&R/A) Specialists who are available to answer questions and to direct customers to any services available and/or needed.

III.3.4   **How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?**
The Lieutenant Governor's Office closely monitors and reviews client data, including information obtained through client assessments and monthly client data inputted by the Planning Service Areas (PSAs) and their providers/contractors into the Advanced Information Manager (AIM) system. In order to establish personal contact with seniors, the Lieutenant Governor and his staff meet with seniors; distribute home-delivered meals when possible; and visit group dining sites, senior centers, and other locations delivering services for seniors. The data collected by the 10 regional Information and Referral/Assistance (I&R/A) Specialists is reviewed and analyzed to determine if the seniors' needs are being met. Personal contact is helpful in determining customer/stakeholder satisfaction, and any information gathered is used for strategic planning purposes or to improve protocols and procedures.

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 public, aging customers, and stakeholders were invited by the Lieutenant Governor to attend the Faces of Aging town hall forums held throughout South Carolina. Feedback and input provided through the town hall forums, as well as from the numerous other public events attended by staff, and daily personal contact through one-on-one sessions, are helpful in keeping aging services and programs relevant. The offices are open daily from 8:00AM until 5:00PM, and the public is welcome to visit. In addition, Advance Information Manager (AIM) data, On-line Support Assistant (OLSA) data, National Ombudsman Reporting System (NORS) data, Ask Us, information and referral data, and client assessments are reviewed regularly to determine service gaps and to ensure programmatic and service delivery integrity in order to meet the goal of enhancing the lives of South Carolina's 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.**
In 2013, staff members met regularly with Planning Service Area (PSA) directors, Area Agency on Aging (AAA)/Aging and Disability Resource Center (ADRC) directors, and numerous other aging network partners to foster positive professional relationships. In addition, staff members participated in numerous outreach efforts to build and maintain positive relationships.

Information and Referral/Assistance (I&R/A) Specialists from the 10 PSAs are well trained and they work closely with the Office on Aging staff to connect seniors, adults with disabilities, and their caregivers with the programs, services, resources, and information they need to enhance their lives and to live safely and independently at home.

The Lieutenant Governor and his staff meet with stakeholders, such as legislators and policymakers, in order to educate them on the critical, and often life-sustaining, services and functions provided by the Lieutenant Governor's Office. The senior leaders and staff have reorganized the South Carolina Advisory Council on Aging and worked with several legislative leaders, such as Senator Thomas Alexander, Senator Ronnie Cromer, Senator Gerald Malloy, Representative Dennis Moss, Representative Walt McLeod, and Representative B.R. Skelton, to make the Joint Legislative Committee on Aging (formally known as the Committee to Study Services, Programs and Facilities for Aging) a working partnership in promoting aging public policy issues. In addition, the Lieutenant Governor has reached out to legislators critical to the appropriations process, such as Senator Hugh Leatherman, Representative Brian White, and Representative James Merrill, to educate them on the importance of adequately funding aging services before the 1.3 million baby boomers retire soon and the senior population in South Carolina doubles. The staff developed a 10 minute video detailing the results of the Faces of Aging Tour, which was shown to legislators.

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 South Carolina statutes and regulations set the operational requirements and outcomes of data for the Lieutenant Governor's Office on Aging. The Older Americans Act (OAA), through the Administration on Aging (AoA), establishes strict accounting, program goals, and operational requirements for the Office on Aging, that must be met in order to receive federal funding. Performance is measured through reporting requirements set by the federal and state governments, as well as the numerous updates on grants, services, and programs. The data collected through the On-line Support Assistant (OLSA) system is reflective of the needs for the aging network. The Planning Service Areas (PSAs) and their providers/contractors are closely monitored and audited through data collection systems and on-site visits.

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?**

The Lieutenant Governor's Office uses reports generated by its data collection systems to highlight trends, forecast future needs, and address state and federal requirements. The information reviewed is obtained through the Advanced Information Manager (AIM) system, On-line Support Assistant (OLSA) system, National Ombudsman Reporting System (NORS), client waiting lists, 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?**

The Lieutenant Governor's Office's key measures are financial stability and client satisfaction with the critical aging services being provided in the aging network. Key measures are routinely reviewed by senior leaders and staff to ensure that target populations are being served. The following areas are measured by the Office:

- Clients served;
- Client assessments;
- Unmet needs and trends;
- Funding for aging services;
- Federal and state funding and comparative statistics;
- Invoices for services generated by the Planning Service Areas (PSAs) and their providers/contractors;
- The aging environment in South Carolina and key demographics;
- Family Caregiver Support Program;
- Alzheimer's Resource Coordination Center;
- Information and Referral Services;
- Long Term Care Ombudsman Program; and
- Medicare Part D.

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

The Lieutenant Governor's Office focuses on the key measures denoted in III.4.3. Comparative data is used to assess the effectiveness of aging programs and services as mandated by the Older Americans Act (OAA) and the State of South Carolina. This data is used to monitor national, 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 aggressively uses updated processes and data from national and statewide sources, which have proven to be reliable, especially for trend data. The latest operating systems and hardware applications are used so that data integrity is ensured, resulting in timely and accurate decisions being made. Additionally, the Lieutenant Governor initiated new security and client protocols to ensure that privacy is protected. These protocols are used by all staff, as well as by the aging network's providers/contractors handling sensitive personal client data. All staff has participated in data protection trainings.

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

Performance review findings indicate strengths and opportunities for improvement not only within the organization, but throughout the entire aging network funded by the Lieutenant Governor's Office. Data, plus constituent information, is used by senior leaders to provide proactive forecasting to determine future trends. Often these opportunities may require a shifting of resources or a need for training and/or corrective action in order to adequately deliver critical aging services in a coordinated statewide system.

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's Office proactively cross-trains staff to ensure a strong and knowledgeable workforce. Established policies and procedures, as well as open communication, are used to provide guidance and direction for each member of the staff in order to facilitate and provide a professional work environment.

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?**

The Lieutenant Governor's Office is committed to providing a positive workforce environment that fosters staff development and growth. When possible, employment positions are filled internally to provide career advancement for current staff members. Team Leaders work with their staff to promote cooperation, 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?**

Communication is essential for the successful operation of the Lieutenant Governor's Office, especially since the Office on Aging works closely with aging network partners located throughout South Carolina. The following practices are used to foster communication within the organizational structure of the organization and the aging network:

- Senior staff meets weekly during regular Monday morning sessions and as needed;
- Office-wide staff meetings are held semi-monthly, or as needed;
- The Deputy Director meets with Team Leaders regularly, or as needed;
- Team Leaders meet with their division staff monthly, or as needed;
- Senior leaders meet with Planning Service Area (PSA) Directors quarterly, or as needed;
- Websites are used to provide information and trainings, as necessary;
- Senior leaders meet with Area Agency on Aging (AAA)/Aging and Disability Resource Center (ADRC) Directors as needed; and
- Staff provides trainings and educational sessions for aging network partners, as needed.

All meetings are facilitated to share direction and essential information that impact staff and provide a catalyst and organizational direction to better facilitate and coordinate a statewide service delivery system, which is beneficial to the needs of South Carolina's senior population.

The South Carolina Aging Network's Policies and Procedures Manual was revised in 2013. The manual provides protocols, standards, and procedures necessary to guide the Lieutenant Governor's Office, the PSAs, providers/contractors, and other aging network partners in the delivery of services to seniors and vulnerable adults.

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

The Lieutenant Governor's Office recruits internally when possible and provides notices of vacancies through the State Human Resources Office NeoGov employment system. The focus is placed on relevant education and prior work experience to select the most qualified applicant. The lack of skills necessary to perform the duties of vacant positions is the most common barrier encountered for job placement.

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

Team Leaders monitor staffing needs within their own divisions and discuss their findings with the Deputy Director. 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, as well as available funding for essential program areas.

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 principles set by the Lieutenant Governor are the driving influence within the organization. Expectations of excellence in service and job performance are clearly

defined by the Lieutenant Governor, and all staff members are expected to follow his example of service and leadership. The Lieutenant Governor's Office closely observes protocols established in its Employee Policy Manual, with an emphasis on the employee Employment Performance Management System (EPMS) and Employee Position Description.

III.5.6   **How does your development and learning system for leaders address the following: a) development of personal leadership attributes; b) development of organizational knowledge; c) ethics practices; and d) your core competencies, strategic challenges, and accomplishment of action plans?**

The management positions in the Lieutenant Governor's Office require specific qualifications and experience that contribute to the successful day-to-day functions of the organization. Team Leaders are encouraged to participate in professional development trainings and work closely with the Deputy Director to develop needed management skills and staff skill sets. Team Leaders and staff members are expected to adhere to the highest ethical practices. Team Leaders meet regularly with the Deputy Director, and all senior leaders meet each Monday to discuss activities, services, policies, and procedures directed to leading a productive operation.

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?**

In the Lieutenant Governor's Office, senior leaders work closely with staff to identify areas where additional job skills and training are needed in order to enhance performance. Upon taking office, Lieutenant Governor McConnell made it clear that he expected staff to utilize available professional trainings, which would give them the tools necessary to successfully perform their job duties. These trainings include multiple computer and software training opportunities. When new employees are hired, they work closely with the staff in their team to help them learn the processes and protocols necessary to perform their duties. In addition, new employee orientation and safety training for emergency situations are held.

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

By implementing new technologies and improving daily processes, staff members obtain the skills necessary to successfully perform their job responsibilities and duties. Staff members are encouraged to seek professional trainings, which will improve their work performance. Staff members are 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 members are provided opportunities for professional development, and they are crossed-trained, when appropriate, to help the organization achieve its goals and successfully transfer knowledge when necessary. Because the Lieutenant Governor's Office has so many important functions, 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?**
During 2013, the Lieutenant Governor's Office on Aging was restructured in order to ensure better productivity, progressive activities, accountability, and transparency. Data performance and project completion have been emphasized in the reorganization. All staff positions were evaluated to ensure that those positions met the objectives and goals set for the organization and their Employment Performance Management System (EPMS). Current employees' qualities were evaluated during the strategic planning process in order to increase the effectiveness of the organization and its workforce and to better achieve deadlines.

III.5.11   **How do you motivate your workforce to develop and utilize their full potential?**
Staff understands the importance of their job duties as they relate to the mission of the Lieutenant Governor's Office and towards the goal of enhancing the lives of South Carolina's seniors. A professional work environment is maintained, and staff members are provided guidance in order to meet the organization's mission. There is ongoing staff development, and personal, one-on-one relationships established between staff and Team Leaders. Employees are recognized at semi-monthly staff meetings for exceptional job performance, and employee appreciation luncheons and other special events are held throughout the year to boost morale.

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?**
Employee well-being and satisfaction are informally monitored through day-to-day interactions, discussions, and team meetings. Team Leaders actively seek feedback to identify ways to improve workforce well-being, satisfaction, and motivation. Quarterly luncheons are held to boost morale, and an employee event calendar has been established to assist in morale building and well-being of staff.

III.5.13   **How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?**
Knowledge, skill, and ability, as well as the Policies and Procedures Manual and organizational mentoring, determine career progression and effective succession planning within the Lieutenant Governor's Office.

III.5.14   **How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)**
The Lieutenant Governor's Office staff continues its commitment to the workforce by promoting employee well-being in a safe, secure, and healthy work environment. Safety features include codes on doors, a camera in the lobby, and ongoing staff safety trainings. Human Resources provides staff members with updates on health fairs and other healthy living options available to state employees. A staff member is designated as the disaster and emergency coordinator, and all emergency procedures are stipulated in the Emergency Plan. Staff members are provided copies of hurricane guides and weather updates by email, and emergency drills are conducted as necessary.

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 Lieutenant Governor's Office determines its core competencies by complying with the Older Americans Act (OAA), by assessing and measuring outcomes, and through its success in achieving the goals of the strategic plan. Senior leaders and Team Leaders regularly review staff performance measures to ensure that core competencies are consistent with the mission, competitive environment, and strategic goals. All core competencies are directed toward providing transparency, accountability, and a productive work environment, as well as successfully serving South Carolina's seniors and vulnerable adults.

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 Lieutenant Governor's Office is guided by statutory requirements and constitutional responsibilities, as well as federal and state regulations, which determine the work processes. These federal and state processes are essential to the staff meeting its goal of administering aging programs that enhance the lives of South Carolina's seniors.

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?**
The Lieutenant Governor's Office stays abreast of new technologies and frequently monitors and cross checks those technologies in an ongoing manner to improve business processes, such as IT, data collection, finance policy, and provider/contractor monitoring, to ensure best practices are used that enhance operations and improve service delivery.

III.6.4   **How does your day-to-day operation of these processes ensure meeting key performance requirements?**
The Lieutenant Governor's Office ensures that key performance requirements are frequently assessed through the development of performance measures that are incorporated into the strategic planning process, the South Carolina Aging Network's Policies and Procedures Manual, the State Plan on Aging, and the Area Plans submitted by the Planning Service Areas (PSAs). Advance Information Manager (AIM) reports and client assessments are also reviewed to measure performance.

III.6.5   **How do you systematically evaluate and improve your key product and service related work processes?**
Data collection, action plans, and strategic planning are evaluated and utilized to improve work procedures and protocols. Guidance is provided by the Administration on Aging (AoA), the Older Americans Act (OAA), and the State Plan. In addition, the Lieutenant Governor's Office receives feedback from multiple aging partners from within the aging network. Policy, protocols, and initiatives are developed based upon feedback from customers and stakeholders. The Employment Performance Management System (EPMS) is reviewed to ensure that performance goals are met.

This data and information is analyzed and used by senior leaders 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?**

The Lieutenant Governor's Office is required by the Older Americans Act (OAA) to administer and deliver mandated services and programs. As a result of the OAA, the Office on Aging has little flexibility as it manages OAA services and programs. The organization develops and monitors quality standards for aging services as mandated by the OAA, provides funding, and sets protocols for service providers in the 10 Planning Service Area (PSA) regions. Client data is collected by the PSAs and their providers/contractors and is reviewed monthly by senior leaders. Annual audits of the PSAs 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?**

The Lieutenant Governor's Office uses professional accounting and financial practices to ensure that financial records and reports are accurate. Budget allocations and expenditures are reviewed regularly to ensure that budgetary needs are being met. In addition, Census data is used for projecting service needs for a rapidly growing senior population, and client data from the Planning Service Areas (PSAs) is reviewed to see where resources should be directed. The PSA data reviewed includes client waiting lists. After a thorough review of finances and related data, the Lieutenant Governor makes a budget request annually that reflects the current and future needs, while at the same time protecting and enhancing critical aging services.

III.7 **Results**

Section III.7 shows the key measures of mission accomplishment and product and service performance that are important to aging stakeholders and customers, as well as for the future viability of aging service delivery. The data provided in this section details performance levels and aging trends for the Lieutenant Governor's Office on Aging (LGOA) programming and services.

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?**

The Lieutenant Governor's Office is unique in that it serves a constitutional role, while providing significant programs and services as a federal and state designated Office on Aging. Many of the services provided through the Lieutenant Governor's Office on Aging are mandated by the Older Americans Act (OAA).

Much of the demographic data provided focuses on the many challenges facing South Carolina as the senior population continues to grow and funding remains unstable.

Aging Statistics for South Carolina

Lieutenant Governor McConnell has warned repeatedly that "a giant tidal wave of baby boomers is about to come ashore, but South Carolina has no strategic plan for that day." 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 (a 40.1 percent increase). The Census Bureau has forecasted South Carolina's senior population to double by the year 2030.

Quick Aging Facts for South Carolina
- South Carolina's senior population is projected to double to 1.8 million by the year 2030.
- Currently, almost 12 percent of South Carolina's seniors live in poverty.
- One in 11 of South Carolina's seniors is at risk for hunger.
- Nearly 10 percent of seniors have Alzheimer's disease or a related disorder.
- Over 25 percent of those 85 years or older require institutional care.
- Over one-third of South Carolina seniors live on Social Security income alone, some as little as $710 a month.
- Fifty-one percent of South Carolinians aged 55 or older have less than $50,000 saved for retirement.
- Options for long-term care are not sufficient to provide for the current and growing need of seniors in South Carolina.
- Middle-income residents are increasingly unable to support themselves as a result of rising costs of health and long-term care.

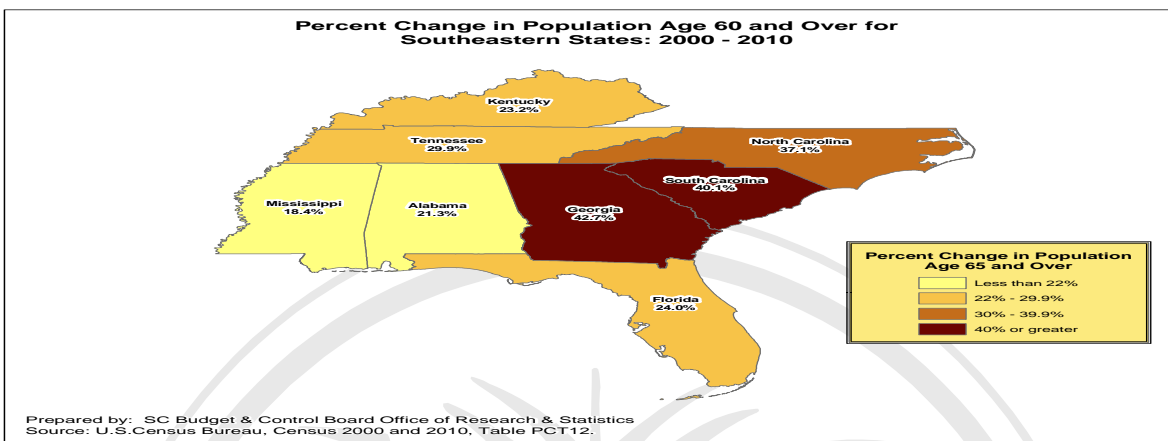**Aging Trends and Demographic Data**

SC Population by Age Group 2000-2030
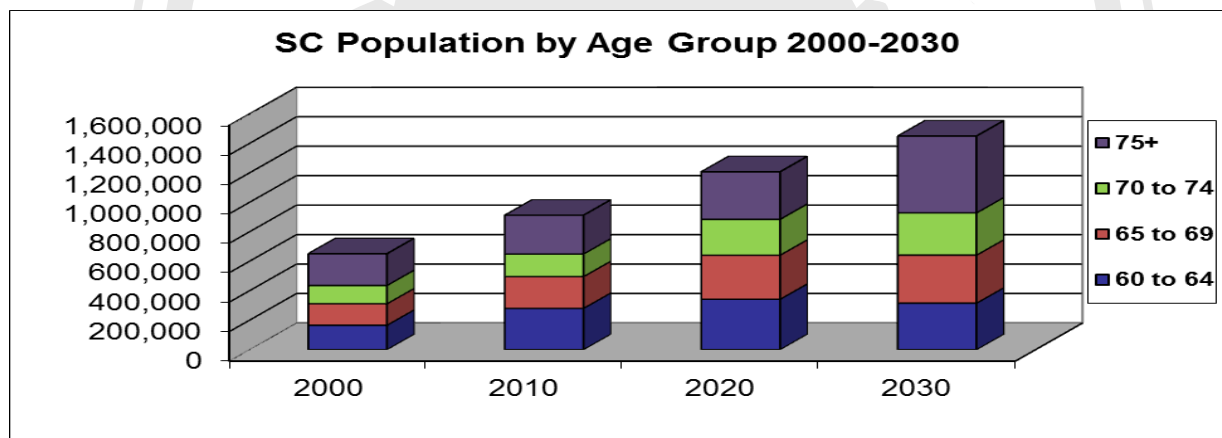
Source: SC ORS using 2010 Census data (2013: Census no longer makes age projections)

South Carolina Alzheimer's Projections Through 2030

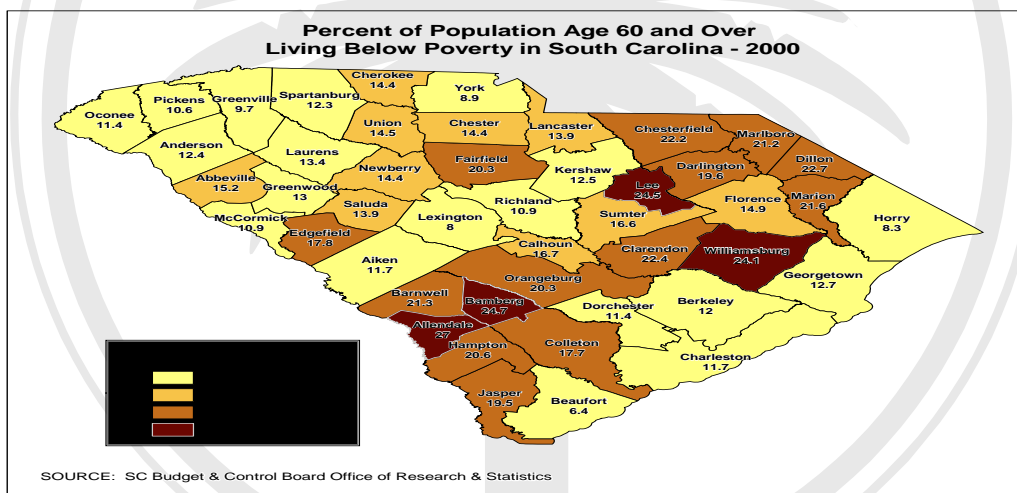**Projections of Alzheimer's Disease in South Carolina: 2005-2030**
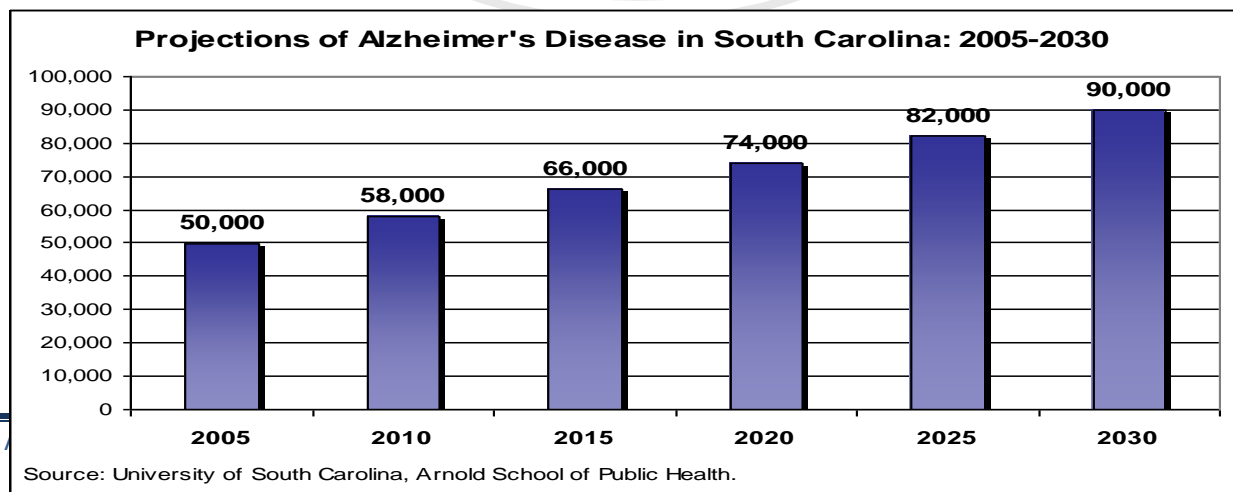
Source: University of South Carolina, Arnold School of Public Health.

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

Percent Change in Population Age 60 and Over for Southeastern States: 2000 - 2010

Prepared by: SC Budget & Control Board Office of Research & Statistics
Source: U.S.Census Bureau, Census 2000 and 2010, Table PCT12.

South Carolina Seniors Living Below Poverty
According to 2010 Census Data, nearly 12 percent of South Carolina seniors live below the poverty rate.

Percent of Population Age 60 and Over Living Below Poverty in South Carolina - 2000

SOURCE: SC Budget & Control Board Office of Research & Statistics

Long-Term Care Projections in South Carolina and Nationwide
This 2013 Accountability Report has previously addressed the many challenges facing Long-Term Care in South Carolina, such as a significantly growing senior population (doubling by 2030), declining number of nursing home beds, and increasing healthcare and supportive costs.

Adding credence to the growing problem impacting South Carolina is a June 2013 report by the Congressional Budget Office (CBO) which highlights the challenges facing Long-Term Care nationally.

According to the CBO: By 2050, 20 percent of the total U.S. population will be elderly (that is, 65 or older), up from 12 percent in 2000 and eight percent in 1950. The number of people age 85 or older will grow the fastest over the next few decades, constituting four percent of the population by 2050, or 10 times its share in 1950.

Growth in the senior population will bring a corresponding surge in the number of seniors with functional and cognitive limitations.   Functional limitations are physical problems that limit a person's ability to perform routine daily activities, such as eating, bathing, dressing, paying bills, and preparing meals. One study estimates that more than two-thirds of 65 year-olds will need assistance to deal with a loss in functioning at some point during their remaining years of life.   If those rates of prevalence continue, the number of seniors with functional or cognitive limitations will increase sharply in the coming decades. This will lead to a greater need for assistance among the growing senior population
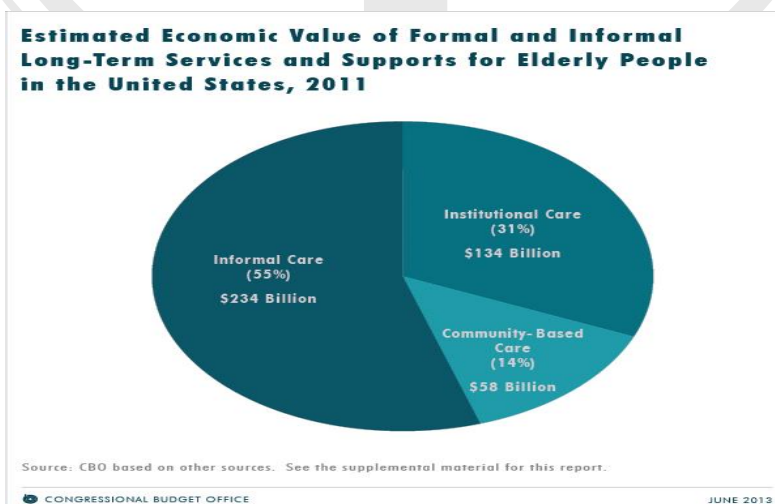
Long-Term Care assistance is provided in several different forms and venues.
- About 80 percent of seniors receiving long-term care live in the community.
- The remaining 20 percent of seniors obtain assistance in institutional settings.
- Most seniors, including many reporting three or more functional limitations, live in private homes.
- In the community, seniors with functional limitations receive assistance primarily from family members and friends (generally unpaid and referred to as informal care); they may also pay for assistance (so-called formal care) from long-term care workers, such as home health aides.

According to data from the Medicare Current Beneficiary Survey (MCBS), the senior nursing home population has declined over the past 10 years; more seniors are living in residential care facilities and other types of care facilities, in community-based housing with supportive services, and in houses in a regular community with no supportive services. That trend is especially pronounced for people 85 or older.

How Are Long-Term Services and Supports Financed?
Long-term services and supports are provided and paid for both privately and publicly. More than half of that care is donated as informal care by family members and friends, most commonly by spouses and adult daughters.   The Congressional Budget Office estimates that the nationwide value of long-term care costs imposed on informal caregivers in the form of time, effort, forgone wages, and other economic costs totaled approximately $234 billion in 2011.   Because many informal caregivers must sacrifice time that might otherwise be spent earning a wage, the value of that care in terms of forgone wages could be even higher.

Estimated Economic Value of Formal and Informal Long-Term Services and Supports for Elderly People in the United States, 2011

Institutional Care (31%) $134 Billion

Informal Care (55%) $234 Billion

Community-Based Care (14%) $58 Billion

Source: CBO based on other sources. See the supplemental material for this report.

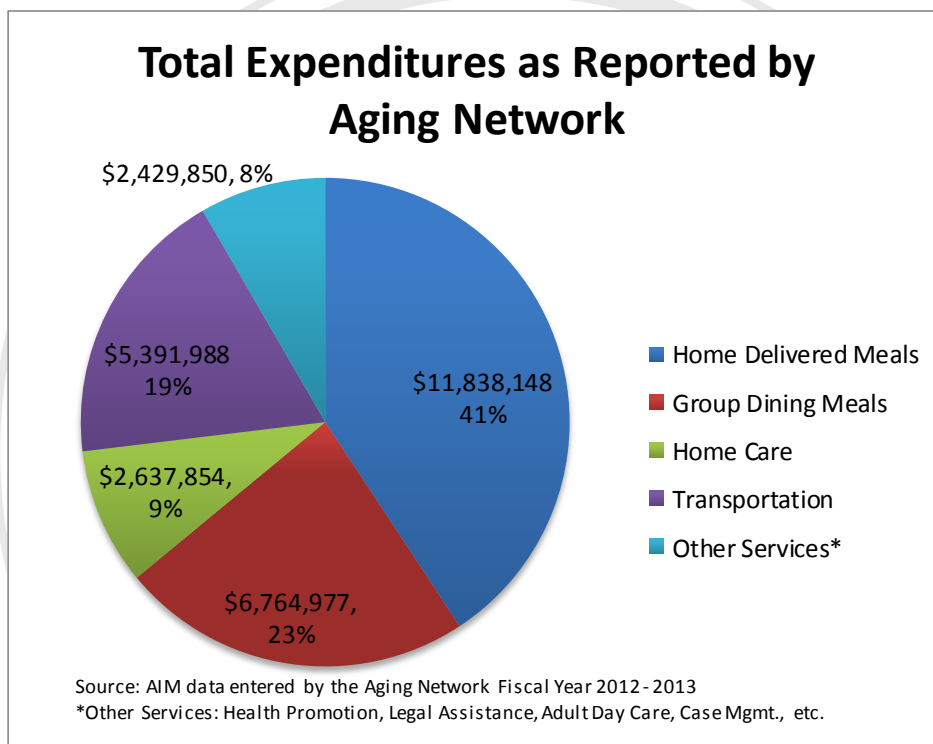CONGRESSIONAL BUDGET OFFICE   JUNE 2013

In addition to informal caregivers, another $192 billion was spent in 2011 by government health care programs, private-pay insurers, and charitable donations.

If the senior population increases as high as experts warn, by 2050, Long Term Services and Supports (LTSS) expenditures will range from 1.9 percent of Gross Domestic Product (GDP) to 3.3 percent of GDP.

Lieutenant Governor's Office on Aging's Funding and Client Data

Total Expenditures Reported to the Lieutenant Governor's Office on Aging by Aging Network Partners through the Advanced Information Manager (AIM System) in Fiscal Year 2012 – 2013
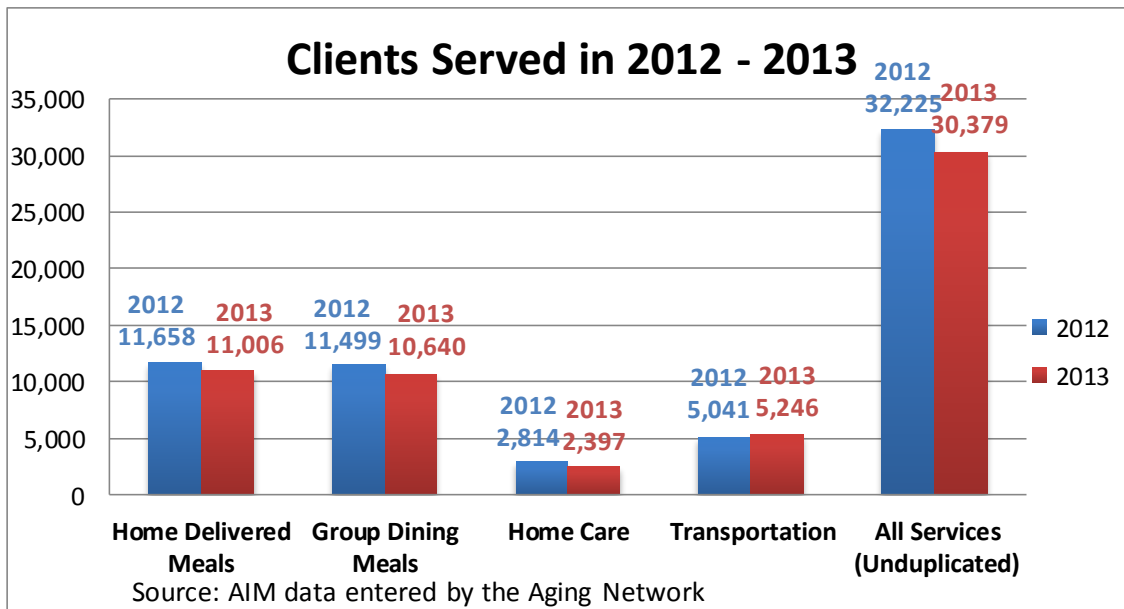

Total Expenditures as Reported by Aging Network

- $2,429,850, 8%
- $5,391,988 19%
- $2,637,854, 9%
- $11,838,148 41%
- $6,764,977, 23%

Legend:
- Home Delivered Meals
- Group Dining Meals
- Home Care
- Transportation
- Other Services*

Source: AIM data entered by the Aging Network Fiscal Year 2012-2013
*Other Services: Health Promotion, Legal Assistance, Adult Day Care, Case Mgmt., etc.

Client Data and Aging Program/Services Activities

The Administration on Aging (AoA) has instructed the Lieutenant Governor's Office to concentrate on data collection, as future aging funds will be tied to performance shown through data. In addition, during the 2013 – 2014 Budget Process, Senate and House appropriators advised that they would review performance in future budget deliberations and that funding for the Lieutenant Governor's Office would be contingent on having accurate data that demonstrates the need for programmatic and service funding. Because of the directive from the Administration on Aging (AoA) and the State of South Carolina, the Office has asked the 10 regional Planning Service Areas (PSAs) and their service delivery providers/contractors to input all client data into the Advanced Information Manager (AIM) and On-line System Assistant (OLSA) systems in an accurate and timely manner.
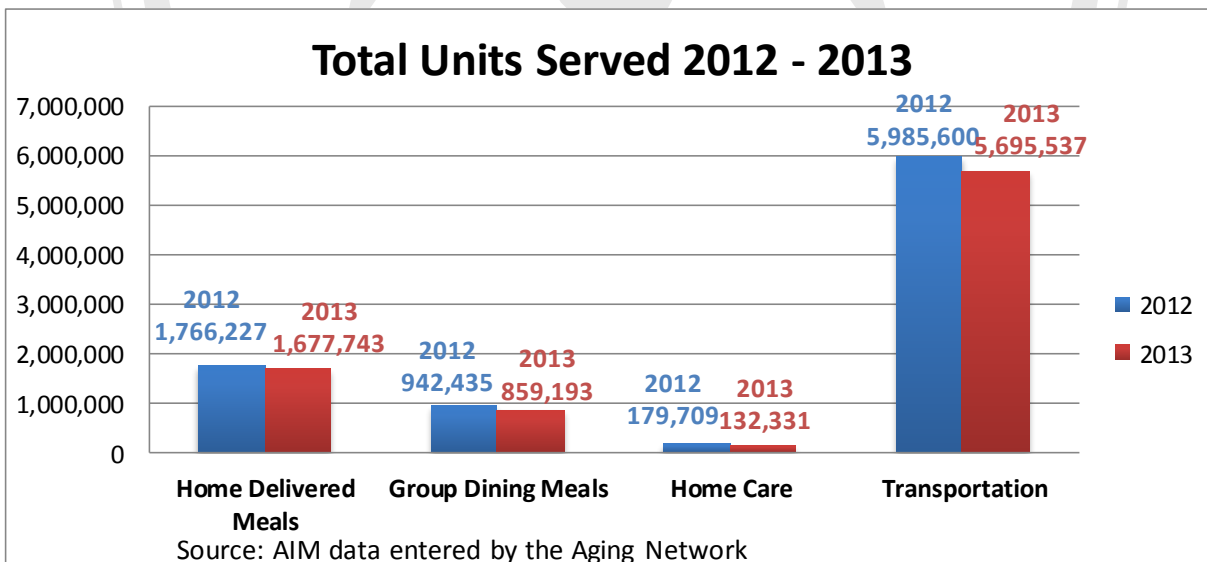
The PSAs and providers/contractors know that performance relates to accurate data, and that the Lieutenant Governor's Office on Aging staff cannot accurately report to the Administration on Aging (AoA) if they do not successfully perform the task in accordance with the Office's data collection input policies and procedures. Much of the data used to create the charts in this section was taken directly

from data inputted by the Lieutenant Governor's Office's aging network partners, including the PSAs and providers/contractors.
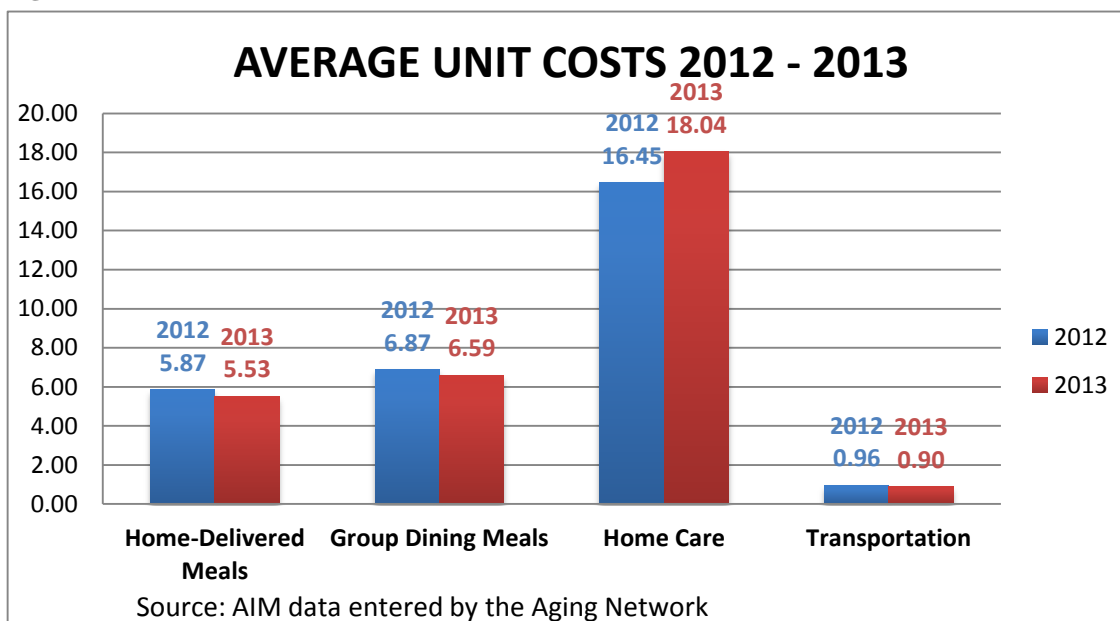
Clients Served Using Aging Funds in State Fiscal Year 2012 - 2013

Clients Served in 2012 - 2013

Service	2012	2013
Home Delivered Meals	11,658	11,006
Group Dining Meals	11,499	10,640
Home Care	2,814	2,397
Transportation	5,041	5,246
All Services (Unduplicated)	32,225	30,379

Source: AIM data entered by the Aging Network

Total Units Served Through LGOA Funds in State Fiscal Year 2012 - 2013

Total Units Served 2012 - 2013

Service	2012	2013
Home Delivered Meals	1,766,227	1,677,743
Group Dining Meals	942,435	859,193
Home Care	179,709	132,331
Transportation	5,985,600	5,695,537

Source: AIM data entered by the Aging Network

Average Unit Costs for State Fiscal Year 2012 – 2013

AVERAGE UNIT COSTS 2012 - 2013

Service	2012	2013
Home-Delivered Meals	5.87	5.53
Group Dining Meals	6.87	6.59
Home Care	16.45	18.04
Transportation	0.96	0.90

Source: AIM data entered by the Aging Network

Regional Client Data from the 10 Planning Service Areas (PSAs)
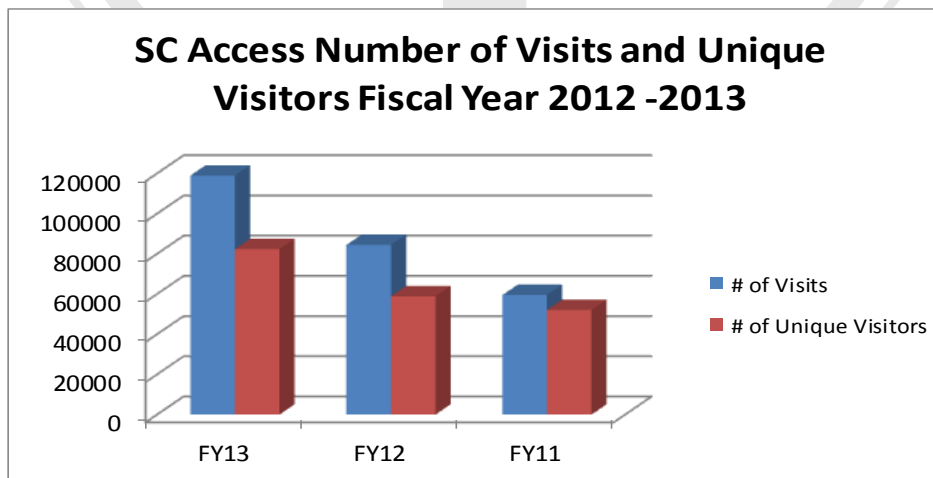(This data reflects unique clients and not the total units served.)

Clients Served (Congregate Meals)

PSA	Clients
Waccamaw	1035
Upper Savannah	737
Trident	1303
Santee-Lynches	805
Pee Dee	962
Lower Savannah	1046
Lowcountry	699
Central Midlands	1032
Catawba	934
Appalachia	2094

Source: AIM data entered by the Aging Network FY 2012 - 2013

Clients Served (Home Delivered Meals)

Region	Clients
Waccamaw	1256
Upper Savannah	967
Trident	1542
Santee-Lynches	943
Pee Dee	1026
Lower Savannah	1146
Lowcountry	636
Central Midlands	906
Catawba	962
Appalachia	1625

Source: AIM data entered by the Aging Network FY 2012 -2013

Clients Served (Home Care)

Region	Clients
Waccamaw	149
Upper Savannah	141
Trident	304
Santee-Lynches	167
Pee Dee	319
Lower Savannah	309
Lowcountry	92
Central Midlands	269
Catawba	175
Appalachia	472

Source: AIM data entered by the Aging Network FY 2012 - 2013
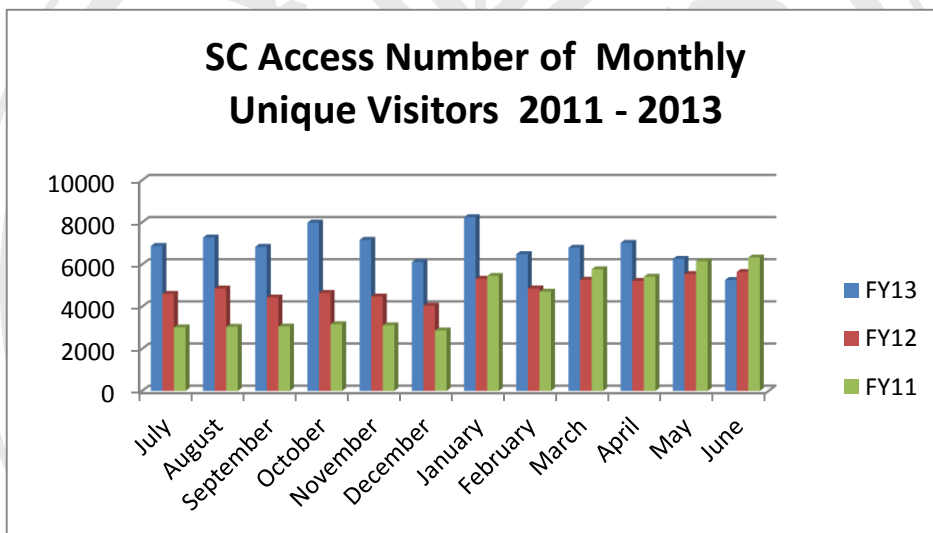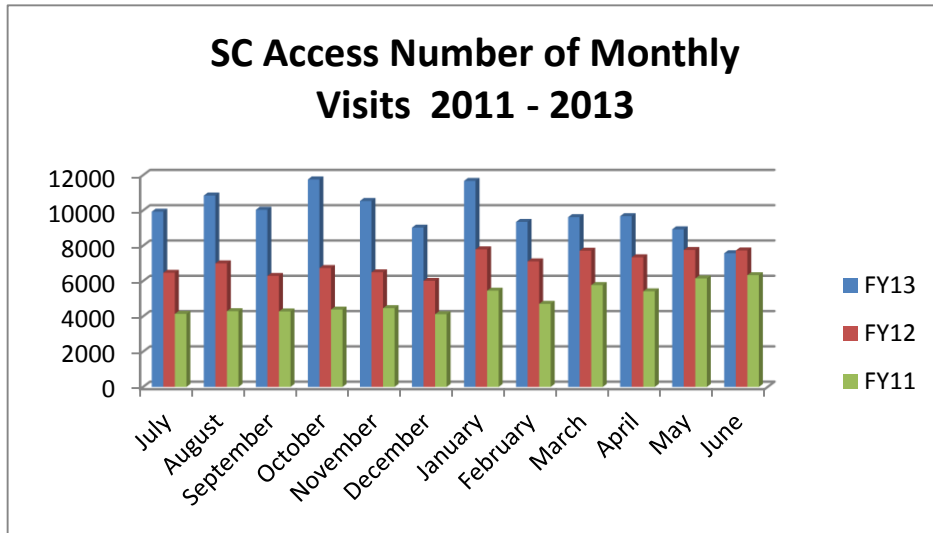
Information Services

SC Access
SC Access is the Lieutenant Governor's Office's online guide to available services and resources for seniors, 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 to enable individuals to make informed choices about their care. In addition, SC Access supports the 10 Information and Referral/Assistants (I&R/A) Specialist housed in the Planning Service Areas (PSAs) to connect seniors to available services and resources.

SC Access has proven to be a very valuable resource for individuals seeking information on aging services in the public and private sector. As the following charts demonstrate, the number of visitors to the site has increased significantly as outreach efforts have promoted the service to a wider range of individuals throughout South Carolina. Many social workers have remarked that SC Access is their main source of information for client services.

In Fiscal Year 2012 – 2013, SC Access had 2,295,444 successful page views, 118,950 visitors, and 82,321 unique visitors (a first-time, one time visitor to the SC Access site). SC Access continues to be a critical web-based service as South Carolina's population ages, as demonstrated by the monthly breakdown of data provided below. (SC Access Source: VisionLink data for Fiscal Year 2012 – 2013)

SC Access Data For Fiscal Year 2012 - 2013			
Month	**Number of Visitors**	**Number of Unique Visitors**	**Number of Page Views**
July	9,931	6,878	219,980
August	10,844	7,277	229,128
September	10,037	6,837	204,153
October	11,757	7,985	273,224
November	10,536	7,166	217,613
December	9,026	6,112	160,050
January	11,673	8,241	201,935
February	9,349	6,488	170,010
March	9,618	6,790	181,065
April	9,674	7,023	150,140
May	8,930	6,262	141,062
June	7,575	5,262	147,084
Totals	**118,950**	**82,321**	**2,295,444**

SC Access Number of Monthly Visits 2011 - 2013

SC Access Number of Monthly Unique Visitors 2011 - 2013

SC Access Number of Visits and Unique Visitors Fiscal Year 2012 -2013

Aging Services Health and Wellness

The Lieutenant Governor's Office on Aging received additional funding to expand the Chronic Disease Self-Management Education Program to three other Area Agencies on Aging (AAAs)/Aging and Disability Resource Centers (ADRCs): the Catawba AAA/ADRC, Santee-Lynches AAA/ADRC, and Upper Savannah AAA/ADRC. In addition to the existing 11 partners, we were able to recruit an additional 11 partners to offer the classes.

Chronic Disease Self-Management Education Program	
Number of Classes Offered	36
Number of Participants	444
Number of Completers	319
Host Sites Unduplicated	22

Alzheimer's Resource Coordination Center (ARCC) Respite Grantees

There were four respite grants awarded for Fiscal Year 2012 - 2013. The following statistics are combined totals for the grantees.

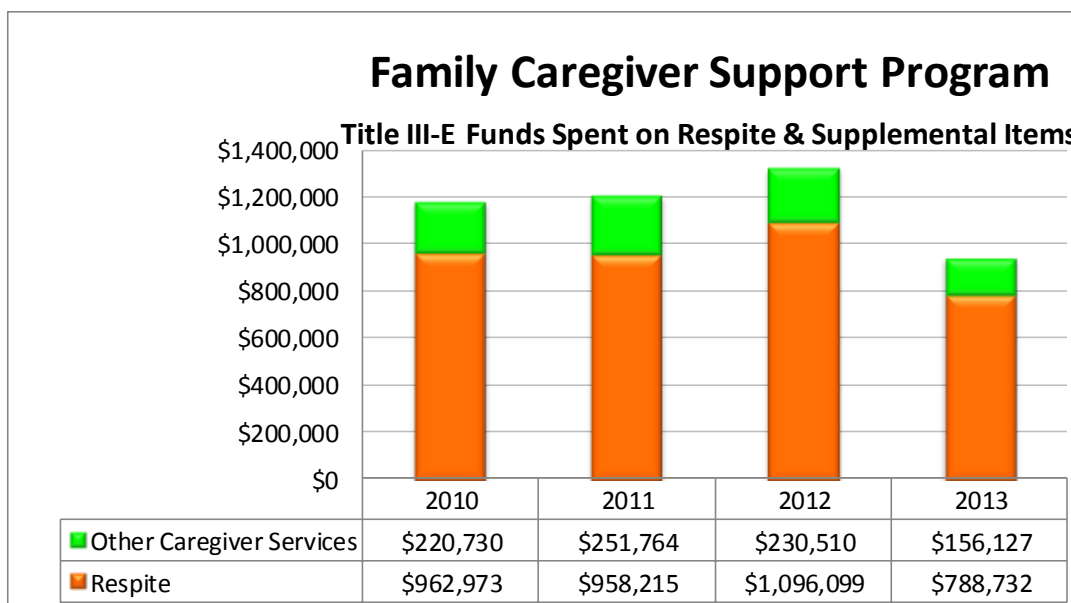| Alzheimer's Resource Coordination Center Respite Grantees	
Education/Outreach	22 sessions and 1186 attendees
Training	20 sessions and 459 attendees
Support Groups	72 sessions and 336 attendees
# Served Group Respite	33 unduplicated clients
Group Respite Hours	5,737 hours
Total ARCC Respite Grant Funds Awarded	$133,038

Family Caregiver Support Program

The Family Caregiver Support Program is administered locally by the 10 Planning Service Areas (PSAs). Each PSA has a full-time Family Caregiver Advocate who works directly with family caregivers by providing: information and assistance, support and counseling, and caregiver training. Eligible caregivers may also obtain a mini-grant to purchase respite (a short break from caregiving) or supplemental services from the provider of their choice.
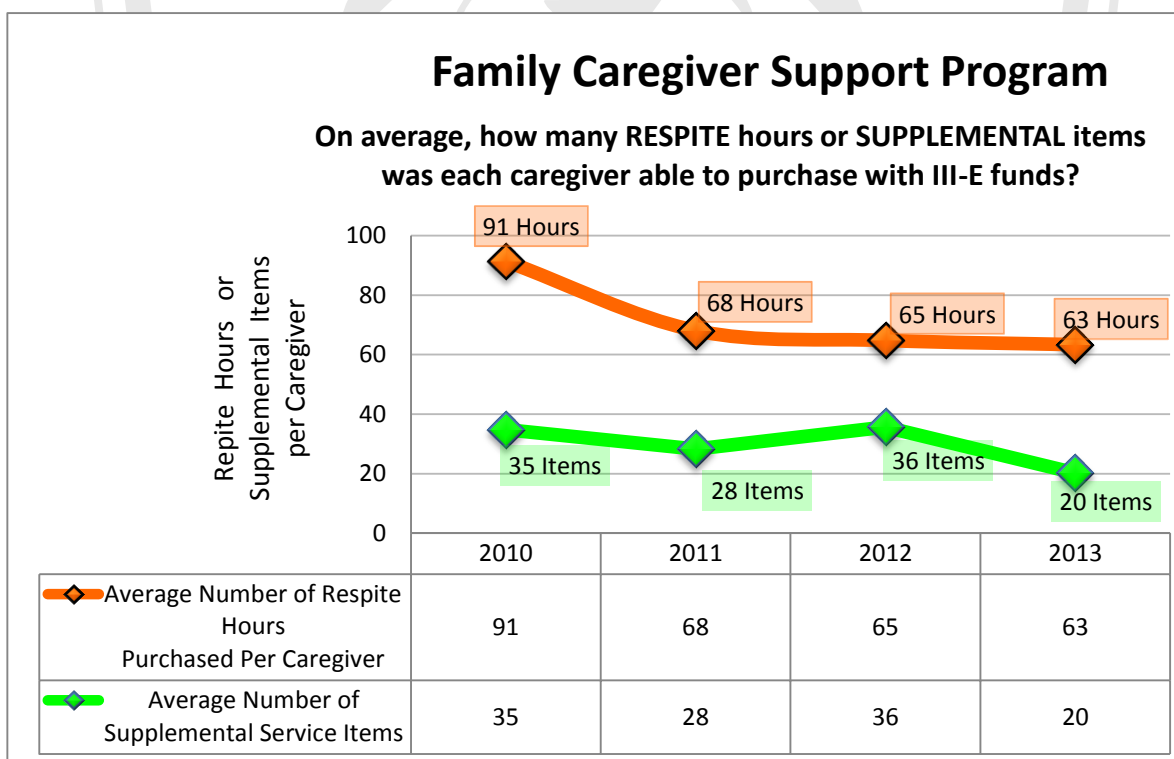
Targeted Populations

- Unpaid adults caring for a frail or disabled adult (age 60 or older);
- Unpaid adults caring for someone with Alzheimer's disease;
- Grandparents or relative caregivers (age 55 or older) raising a child (18 or younger); and
- Grandparents (age 55 or older) caring for a disabled adult (ages 19 through 59 years).

Regional Family Caregiver Advocates worked one-on-one with family caregivers across South Carolina to provide counseling, support, and help in gaining access to available community services. Many more caregivers received caregiver information.

Family Caregiver Support Program

Title III-E Funds Spent on Respite & Supplemental Items

	2010	2011	2012	2013
■ Other Caregiver Services	$220,730	$251,764	$230,510	$156,127
■ Respite	$962,973	$958,215	$1,096,099	$788,732

Consumer Choice: Eligible caregivers who received a mini-grant were able to purchase services from the provider of their choice, or arrange for a neighbor or family member to provide in-home respite. The average respite grant was $521.

In Fiscal Year 2013, 1,513 eligible caregivers who received a mini-grant purchased 95,959 hours of respite. By making careful choices, the average caregiver was able to purchase 63 hours of respite at an average cost of $8.24 per hour.

Family Caregiver Support Program

On average, how many RESPITE hours or SUPPLEMENTAL items was each caregiver able to purchase with III-E funds?

Repite Hours or Supplemental Items per Caregiver

	2010	2011	2012	2013
Average Number of Respite Hours Purchased Per Caregiver	91	68	65	63
Average Number of Supplemental Service Items	35	28	36	20

91 Hours · 68 Hours · 65 Hours · 63 Hours
35 Items · 28 Items · 36 Items · 20 Items

Veterans Directed Home and Community-Based Services (VDHCBS)

The Lieutenant Governor's Office continues to serve veterans who are at nursing home level of care, but wish to remain in the community. Veterans are being served in two regions of South Carolina, Trident and Santee-Lynches AAAs/ADRCs.

Veterans	Santee-Lynches	Trident
Number of veterans screened/assessed	36	25
Number of veterans served	35	24
Average monthly allotment	$2,820.00	$1,788.00

The most authorized services were: attendant care services, homemaking services, incontinence supplies, medical supplies, accessible transportation, home modifications, assistive technology, and computers/electronics.

Senior Community Service Employment Program (SCSEP)

The Senior Community Service Employment Program (SCSEP) is a community service and work based training program for older workers authorized by the Older Americans Act (OAA). The program provides subsidized, service-based training for low-income persons 55 or older, who are unemployed and have poor employment prospects.

Participants work an average of 20 hours a week and are paid the highest of federal, state, or local minimum wage. They are placed in a wide variety of community service activities at non-profit and public facilities, including day-care centers, senior centers, schools, and hospitals. It is intended that community service training serves as a bridge to unsubsidized employment opportunities. The goal is to place 30 percent of its authorized positions into unsubsidized employment annually. Data for this time period:

Senior Community Service Employment Program (SCSEP)	
Number of slots	125
Number of participants enrolled in SCSEP	198
Number of participants who found unsubsidized employment	28
Total number exited from program	51
Number of participants on waiting list	14
Total number of host agencies	140

State Health Insurance Program (SHIP), Senior Medicare Patrol (SMP), and Medicare Improvement for Patients and Providers (MIPPA)

The State Health Insurance Program (SHIP) maintains a close working relationship with the Social Security Administration (SSA), the South Carolina Department of Health and Human Services (SCDHHS), and the Centers for Medicare and Medicaid Services (CMS) to assist seniors and persons with disabilities access Medicare health care coverage, as well as subsidies to pay Medicare's premiums.

The Senior Medicare Patrol (SMP) maintains a close working relationship with the Zone Program Integrity Contract (ZPIC) and the South Carolina Attorney General's Office to educate beneficiaries and caregivers on the prevalence and kinds of Medicare fraud and the importance of reporting discrepancies when detected.

The Medicare Improvements for Patients and Providers (MIPPA) provides funding to assist beneficiaries in applying for the Medicare Part D Extra Help.

The following are activities and outcomes resulting from the partnerships.
- **SHIP - Medicare enrollment and assistance outcomes:** 145,509 Medicare beneficiaries were reached through regional media events, 25,471 were reached through interactive community outreach events, and 45,729 beneficiaries were assisted through one-on-one contacts. Forty-Seven new SHIP counselors were added and certified through four SHIP trainings.

- **MIPPA - Medicare and Medicaid premium subsidy outcomes:** 36,186 consumers were reached with educational and enrollment assistance for Medicaid and the Low-Income Subsidy program.

- **SMP - Medicare fraud outcomes:** 19,512 consumers were reached through 284 outreach events and 2,078 were reached through 83 group presentations. Through one-on-one contacts, 7,686 beneficiaries were assisted. 3,252 simple inquiries were received and resolved.

The information below was obtained from SHIPtalk, the Centers for Medicare & Medicaid Services' reporting system, for the time period July 1, 2012 through June 30, 2013.

Regions	Monthly Requirements	Total Annual Requirements	Actual Annual Totals
Appalachian	415	4,980	5,272
Senior Solutions	115	1,380	703
Upper Savannah	233	2,796	3,194
Catawba	375	4,500	9,166
Central Midlands	233	2,796	2,290
Lower Savannah	245	2,940	5,576
Santee-Lynches	220	2,640	5,600
Pee Dee	210	2,520	3,086
Waccamaw	237	2,844	1,320
Trident	281	3,372	3,869
Lowcountry	184	2,208	877
Subtotals	2,748	32,976	40,953
Benefit Banks	n/a	n/a	1,036
LGOA	300	3,600	3,745
TOTALS	3,048	36,576	45,734

The SHIP, MIPPA, and SMP programs require grantees to develop and implement strategic plans that will produce a five-percent increase in activities over the prior year. To adhere to the mandate,

the Lieutenant Governor's Office established performance-based funding to reach the required goals and provide quarterly trainings to improve the quality and efficiency of services.

Aside from the quantitative measures, SHIP, SMP, and MIPPA have begun and will continue to use a more person-centered system that includes speakers of other languages and interpreters for people who are deaf, have hearing impairments, or who speak with limited English. Through partnership building, SHIP, SMP, and MIPPA will increase, reach, and connect consumers to experts who can immediately resolve issues.

Transportation Services

The Office on Aging provides funding to the 10 regional Planning Service Areas (PSAs) to fund transportation services for seniors and vulnerable adults. Transportation services are used to transport seniors to group dining sites, medical appointments, and shopping for essential items. Transportation services allow seniors the opportunity to remain home safely and independently, and to meet their basic daily needs.

As there is no coordinated, organized, statewide transportation system, the South Carolina Department of Transportation, through its New Freedom grant opportunities, has awarded the Lieutenant Governor's Office on Aging funding to operate an Assisted Rides Program for seniors in three Planning Resource Service (PSA) regions. The Santee-Lynches PSA began the program in 2011, and the Waccamaw PSA followed in January 2013. Additional funding was received in July 2013 to expand the program into the Central Midlands PSA region.

Transportation is a critical service which allows seniors to stay in their homes, remain independent, and meet their daily basic needs. Without adequate transportation, seniors eventually have to relocate with family or be institutionalized. Data for the Assisted Rides Program is as follows:

Assisted Rides Program July 1, 2012 – June 30, 2013	Waccamaw* Began Jan. 2013	Santee-Lynches Began March 2011
Number of one way trips provided	1883	954
Number of one way trips requested	1903	1,124
Approved volunteers in the program	44	38
Total number of miles provided	132,130	11,748
Number of passengers approved for program	138	122
Number of no-show passengers	4	3
Number of no-show drivers	3	0
Donations received	$167.83	$1,045.27

*Waccamaw provides most of their rides to the Medical University of South Carolina (MUSC) and the Veterans Administration (VA) Medical Center in Charleston, as well as to medical appointments in Columbia and Myrtle Beach.

**Long-Term Care Ombudsman Program Results 2012 - 2013**

The Lieutenant Governor's Office on Aging houses the State Long Term Care Ombudsman Program. The Ombudsman Program is an advocate for residents of long-term care facilities and investigates allegations of neglect, abuse, and exploitation, as well as quality of life issues in South Carolina nursing homes and assisted living facilities.

**Long-Term Care Ombudsman Complaints, Cases Opened, Cases Closed, and Routine Visits**
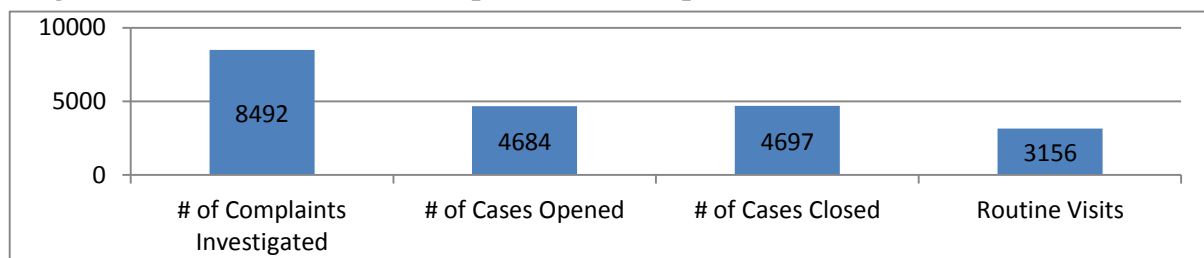
Source: National Ombudsman Reporting System (NORS) for Fiscal Year 2012 -2013.

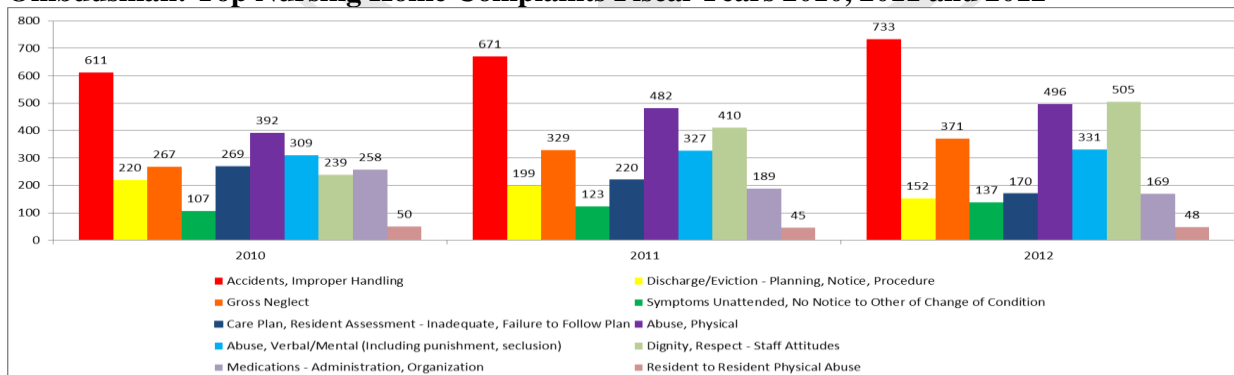**Key Measure of Ombudsman Program Achievement Fiscal Year 2012 – 2013**
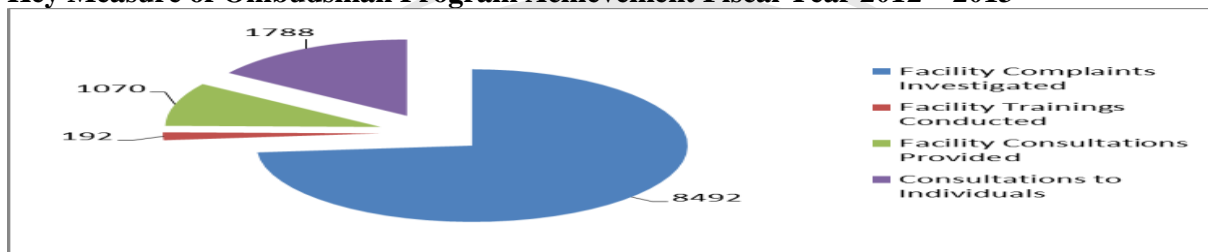
Source: National Ombudsman Reporting System (NORS) for Fiscal Year 2012 – 2013.

Ombudsman: Top Residential Care Complaints for 2010, 2011 and 2012
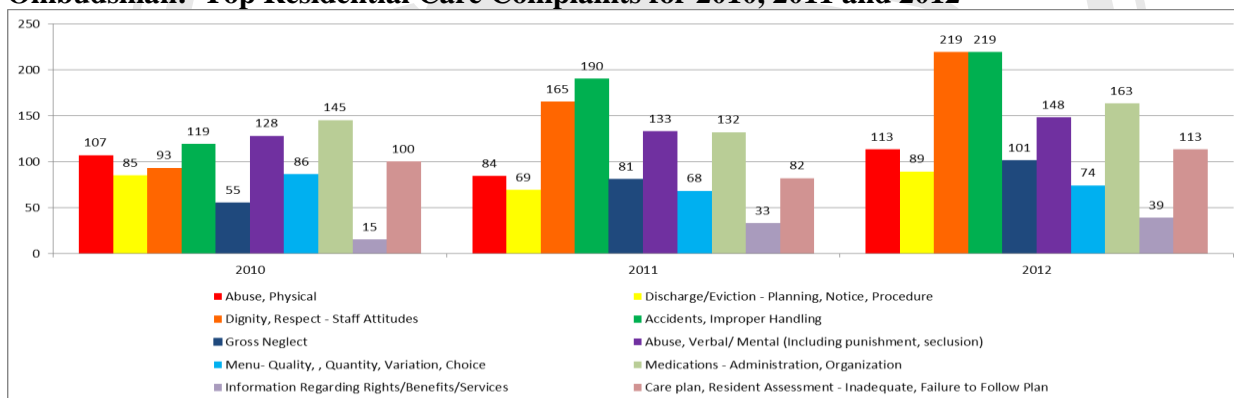
Source: National Ombudsman Reporting System (NORS) for Fiscal Year 2012 -2013.

Ombudsman: Top Nursing Home Complaints Fiscal Years 2010, 2011 and 2012

Source: National Ombudsman Reporting System (NORS) for Fiscal Year 2012 -2013.

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)?**

The Lieutenant Governor's Office has established protocols to provide data and feedback on performance levels and trends. Staff monitors and reviews Advanced Information Manager (AIM), On-line Support Assistant (OLSA), and National Ombudsman Reporting System (NORS) data to determine the level of services being provided. The Office has a toll-free telephone number, and Information and Referral/Assistance (I&R/A) staff members are available daily in the Planning Service Area (PSA) offices. Staff also participates in events and activities across South Carolina and visits group meal sites and senior centers in order to interact with aging stakeholders and customers. In addition, public meetings are organized, including the 2013 Town Hall Forums, which were held in conjunction with the Faces of Aging Tour.

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

The Lieutenant Governor's Office operates within the appropriation limits as set by the General Assembly, along with the parameters designated by the federal grantors governing Older Americans Act (OAA) programming. Regular reviews and analyses of expenditures and available balances are conducted to assure compliance with the standards provided by the Lieutenant Governor and in accordance with South Carolina statutes 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, and workforce climate including workplace health, safety, and security?**

Team Leaders interact with staff daily and staff evaluations are conducted according to established protocols. In addition, training opportunities and needed resources are provided to enable employees to successfully perform their duties and to ensure workforce satisfaction. There are established protocols and policies in the Policy Manual, which ensure that the Lieutenant Governor's Office is a safe, secure, and healthy workplace, with controlled and limited access to non-employees.

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 Employment Performance Management System (EPMS), position descriptions, and staff evaluations. Team Leaders interact closely with staff daily and are aware of situations within the workplace which could impact performance levels. Team Leaders also have discussions with their employees when performance-related consultations are necessary. Policy changes are discussed as needed during weekly senior staff meetings. The Lieutenant Governor's Office has an emergency coordinator, who instructs staff on emergency procedures and activities based on the emergency/disaster protocols in the Lieutenant Governor's Office Emergency

Management Plan.   Annual drills for earthquakes and periodic fire safety drills are conducted.

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 follows federal and State of South Carolina guidelines, laws, and regulations applicable to its operations including: procurement practices, human resources, and accounting practices.   Numerous reports are submitted annually to the Administration on Aging (AoA) detailing services, activities, client counts, budgets, financial reporting, and grant updates. In addition, justification for activities, programs, and services is provided to the General Assembly in the annual budget request.