



TEXAS
Department of Family
and Protective Services

Adult Protective Services

Protecting with
Purpose, Passion and Persistence
Strategic Plan FY18-22



TEXAS

ADULT PROTECTIVE SERVICES

OUR MISSION

To protect older adults and people with disabilities from abuse, neglect, and exploitation.

OUR VISION

Protecting with Purpose, Passion, and Persistence.

OUR CORE VALUES

We champion the SAFETY and DIGNITY of vulnerable adults.

We conduct ourselves with INTEGRITY.

We demonstrate RESPECT for all persons.

We COLLABORATE to improve outcomes.

MESSAGE FROM THE ASSOCIATE COMMISSIONER

To APS and the DFPS Family:

Adult Protective Services (APS) leadership met in November 2017, to develop our annual business plan for the program. Within the past year, APS experienced significant changes in leadership. In addition to my position, numerous senior leadership, middle management and supervisory positions have turned over due to retirement and promotion. The 85th Legislature made APS' parent agency, DFPS, a stand-alone agency. Lastly, the APS Provider Investigations program transferred to the Health and Human Services Commission (HHSC), as part of the transformation plan mandated by SB 200, 84th (R). While this level of change can create a sense of uncertainty, it also can be positive in that it creates opportunities for growth and improvement.

With this in mind, we have departed from our traditional business planning model and developed a more comprehensive and long term strategic plan for the program. Rather than allow circumstances to drive APS, we choose to focus on thoughtful, planned improvement, and progress.

Instead of our usual annual work plan, we have developed a long-term plan with broader vision and goals as well as a strategy designed to achieve those goals. The intent is to make this plan a living document -- it will continue to change and become more established as we hone in on identifying our best practices and re-examine our efforts toward achieving our goals yearly. As with our business plans of the past, this strategic plan will provide a natural transition to a detailed Action Plan that will enable the monitoring and refining of our efforts.

Agency-wide we have been using "The Leadership Challenge" to foster and motivate effective leadership within our organization. Leadership and managing change remain inseparable. A primary function of the leader is to welcome and manage change. The change process includes thinking creatively for innovative solutions, operating in ambiguous environments, making tough on the spot decisions, and demonstrating perseverance in the face of adversity. Leaders need to be ready to innovate and create a climate in which people turn challenges into success.

When people are asked about their best leadership experiences, most will talk about times of crisis, adversity, change, and great difficulty. Studies show as

leaders we are at our best in situations that challenge us. Guiding people through adversity, uncertainty, hardship, disruption, transformation, transition, recovery, new beginnings, and other significant challenges is often the true benchmark of an effective leader. Leadership and challenge are simply inseparable.

In APS we all share a responsibility to lead. The five leadership practices of “The Leadership Challenge” are equally valuable to an administrative technician and to a caseworker as they are to a district director or an associate commissioner. We all have a responsibility to Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. If we all lead from where we are, headed in the same direction, we cannot help but be successful.

I have spent my entire career protecting the unprotected. I am honored to share a leadership role with all APS employees. And, I am proud of all of you. Together we can embrace this opportunity to lead and to work together toward achieving our goals.

Sincerely,

Kezeli Wold

Associate Commissioner

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Introduction

Adult Protective Services (APS) leadership has been engaged in developing a new program plan that is responsive to the current environment, resources, and issues faced by APS. APS has participated in business planning for several years. Internal planning has helped APS identify where to focus program effort.

This planning cycle, APS has changed our business plan model to strategically plan for the next five years, and to be reevaluated yearly. This allows for a comprehensive plan that includes wide-ranging goals and a longer time frame to complete these much needed objectives. This new strategic plan also includes feedback from District Directors, Program Administrators, state office leadership, state office staff, and includes strategies to gather feedback from the entire program in the near future. This document is intended for APS staff and program partners to understand the direction APS is heading.

It is fundamentally important that APS continue to reevaluate its plan yearly for accountability and to assess ways APS and partners can work together to protect vulnerable adults and to alleviate risk of abuse, neglect, and exploitation in our target population.

To set the stage for the strategic plan, a brief program overview is provided to include current data on the population served by APS and current financial and human resources. This is followed by a summary of the results of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis conducted to support the development of the strategic plan. Finally, the 2018-2022 APS Strategic Plan is summarized.

Program Overview

Purpose and Population Served

The Adult Protective Services (APS) division, within the Department of Family and Protective Services, is responsible for protecting older adults and people with disabilities in Texas from abuse, neglect, and exploitation. APS clients are:

- reported to have been abused, neglected or exploited;
- age 65 and older or age 18 to 65 with a disabling condition; and
- reside in the community (e.g., private homes, adult foster homes, unlicensed board, and care homes).

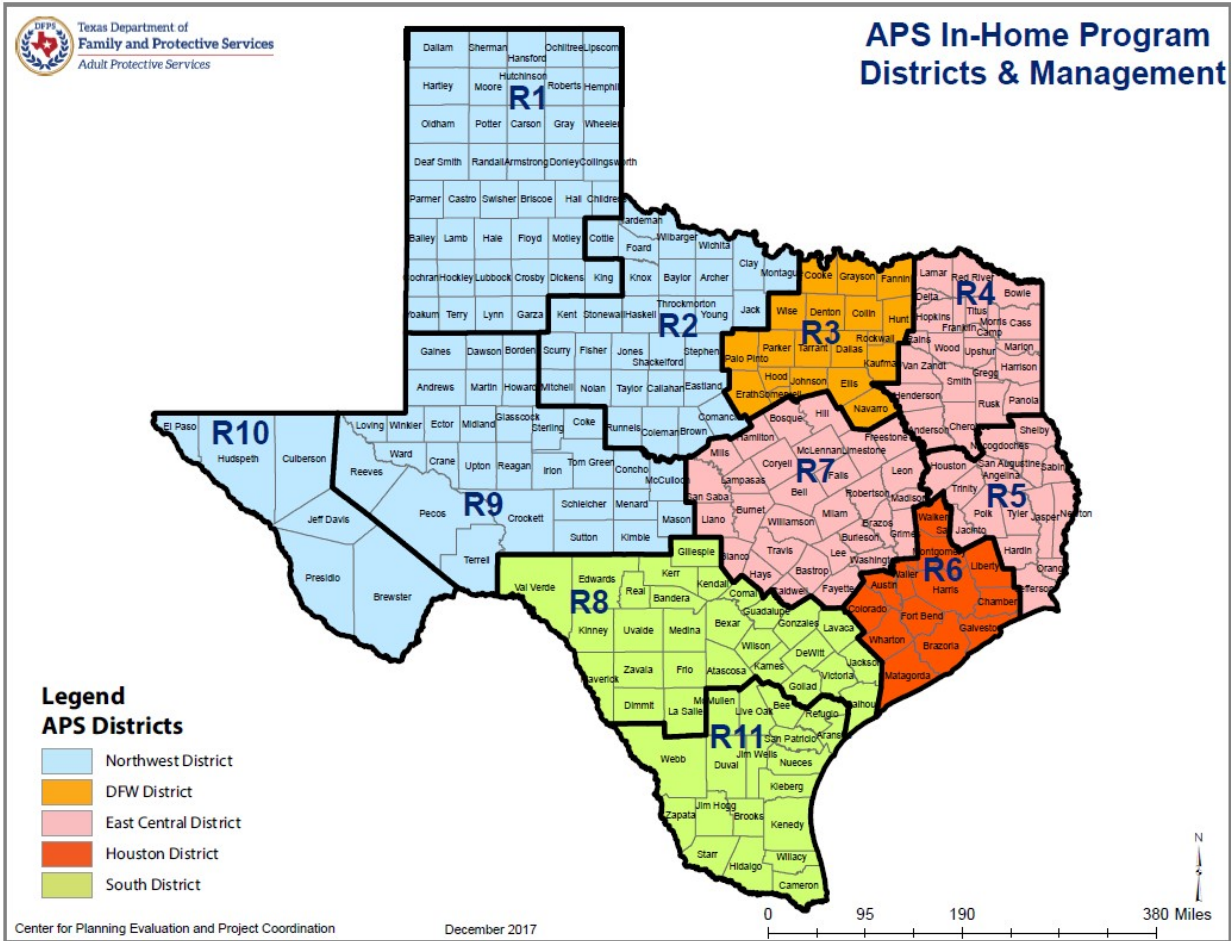
The APS In-Home program investigates reported allegations of abuse, neglect (including self-neglect), and exploitation (ANE). When maltreatment or self-neglect is validated, APS assesses the risk of recurrence of ANE. Based on the victim's degree of risk, needs, and resources, APS may provide or arrange for a broad range of services to alleviate ANE. APS clients may get short-term help with shelter, minor home repairs, food, medication, transportation, home cleaning, restoration of utilities, money management, medical, or mental health assessments, or services including referrals to HHSC Guardianship Program, or other legal intervention.

Administration

APS in Texas is organized into five Districts, which are comprised of 11 Regions (see **Figure 1** below). This structure supports efficient administration, equalized support for staff throughout the state, and effective delivery of services to clients with the program resources available.

- Houston District (City of Houston and surrounding counties)
- Dallas/Fort Worth District (DFW Metroplex and surrounding counties)
- North West District (Four regions that include Lubbock, Midland, Abilene, El Paso, and multiple rural areas in North West Texas)
- East Central District (Three regions that include Beaumont, Tyler, and much of east Texas and City of Austin and surrounding counties)
- South District (Two regions that include San Antonio and surrounding counties, Corpus Christi area, and the Rio Grande Valley and surrounding counties).

Figure 1: APS In-Home Program Districts and Regions



Program Need

A review of several key statistics on the APS program shown in **Table 1** help describe the need for APS services in the state.

Table 1: Selected APS Statistics FY 2012 - FY 2016¹

Program Need	FY 2012	FY 2016	% Change
Texas population 65+	2,817,979	3,365,237	+19.4%
Texas population 18-64 w/a disability	1,626,038	1,731,877	+6.5%
APS intakes ²	107,203	110,867	+3.4%
Clients with an investigation (one or more, open at any time during the year)	83,147	85,255	+2.5%
Clients who had an investigation close and then a new investigation open in the same year	13,167	13,075	-0.7%
<i>% of clients with an investigation ("recidivism")</i>	<i>15.8%</i>	<i>15.3%</i>	-3.2%

Investigations	FY 2012	FY 2016	% Change
Investigations completed	87,487	83,534	-4.5%
Validated Victims	59,589	51,608	-13.4%
Validation rate	68.1%	61.8%	-9.3%

Services	FY 2012	FY 2016	% Change
Clients with a service stage that closed ³	44,589	35,114	NA ³
<i>% of clients with an investigation</i>	<i>53.6%</i>	<i>41.2%</i>	
Purchased client services funds used ^{4,5}	\$8,852,279	\$8,452,916	-4.5%

¹ Data source for all statistics in table, unless otherwise noted: DFPS Online Data Book, APS section:

https://www.dfps.state.tx.us/About_DFPS/Data_Book/Adult_Protective_Services/In-Home/default.asp

² Total Intakes includes intakes with unknown victim age/disability status information.

³ Counts of service stages for FY 2015 and later years cannot be compared to counts from prior years due to changes in IMPACT.

⁴ Data source: 2002 DFPS Data Book: http://www.dfps.state.tx.us/About_DFPS/Annual_Report/2012/pdf/3APSAll.pdf

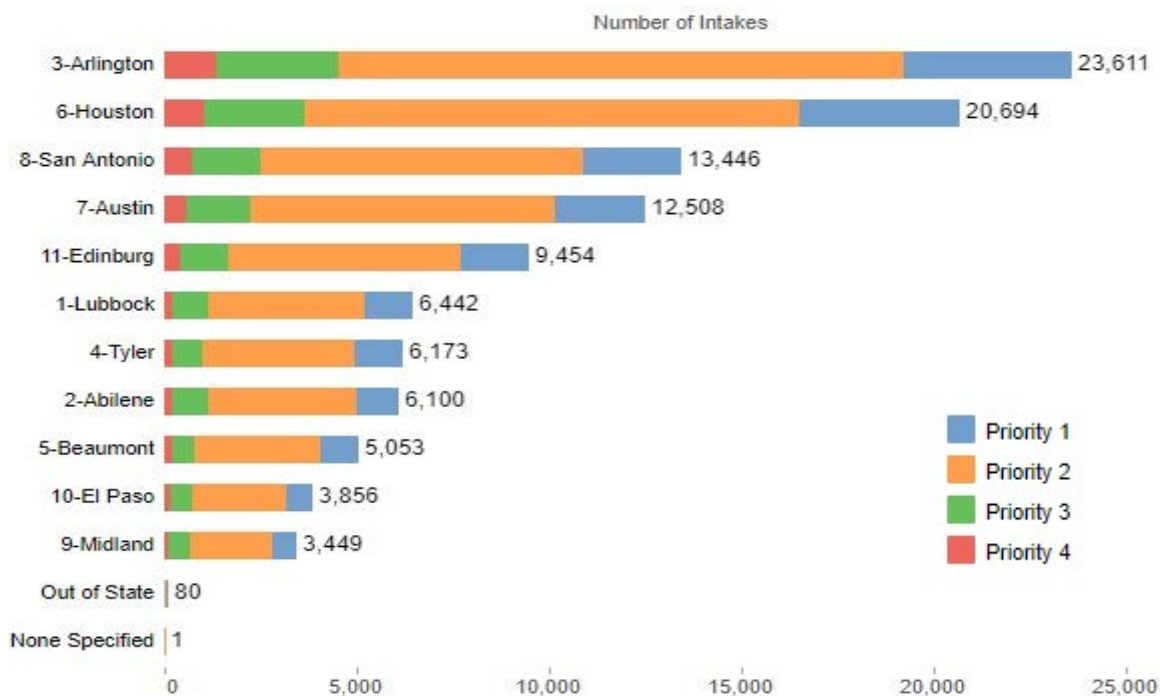
⁵ http://www.dfps.state.tx.us/About_DFPS/Data_Book/Employee_Statistics/APS_In_Home/Staff_Demographics.asp

Staffing	FY 2012	FY 2016	% Change
Caseworkers ⁵	542	525	-3.1%
Average daily caseload	29.6	31.4	+6.1%
Caseworker turnover	18.4%	20.9%	+13.6%

Population: The number of Texans age 65 and older in Texas has increased nearly 20% in the past 5 years and represents well over three million Texans as of FY 2016. The population of adults age 18 to 64 with disabilities also increased from FY 2002 to FY 2006, but at a slower rate of 6.5%. Including both those 65 and older and adults 18 to 64 with disabilities, the population potentially served by APS represented 5.1 million Texans as of 2016, a 14.7% increase over the previous five years.

Intakes: From FY 2012 to FY 2016, intakes to the APS program increased by 3.4%, a slower rate of increase than the 14.7% seen in the population served. **Figure 2** illustrates the distribution of intakes across the state by region, subdivided by priority level.

Figure 2: APS In-Home Intakes, FY 2016



Recidivism: The percentage of clients with a case that closed during a fiscal year who became an alleged victim in a new investigation opened in the same fiscal year has hovered slightly above 15% over the past decade. This percentage reflects the persistent need of many APS clientele and continues to be a contributor to demand for APS services.

Investigations: While both population and intakes increased from FY 2012 to FY 2016, the number of completed investigations decreased by 4.5% during the same period. This decrease coincided with changes to the APS definition of disability and subsequent increased screening during the investigation. Validated victims and the validation rate also declined. Both trends also may be affected by the decline in caseworkers (3.1%) during the same period.

Services: In FY 2016, 35,114 clients received some type of service, as indicated by a separate service stage. Some clients may have received services during their investigation without a separate service stage.

Program Resources

Below is a fiscal overview for FY 2016 summarizing APS expenditures associated with the investigations and services to clients delivered by active staff.

Figure 3: APS In-Home Fiscal Overview, FY 2016



Data source: DFPS Online Data Book:

¹ https://www.dfps.state.tx.us/About_DFPS/Data_Book/Employee_Statistics/APS_In_Home/Staff_Demographics.asp

² https://www.dfps.state.tx.us/About_DFPS/Data_Book/Finance/Program_Summaries.asp

¹ https://www.dfps.state.tx.us/About_DFPS/Data_Book/Finance/Agency_Funding_Summary.asp

While the Texas population served by the APS program and intakes to the program have increased over the past five years (2012 to 2016), the number of staff has decreased. The average daily caseload has increased, and turnover has increased. As of 2016, the number of caseworkers (525) had decreased by 3.1% from 542 in 2012. The average daily caseload was 31.4, an increase of 6.1% from 29.6 in 2012. Turnover in 2016 was 18.7% (20.9% for caseworkers) an increase of 16.1% (13.6% for caseworkers) over the past 5 years.

Training and Development

Training for APS utilizes blended learning which combines computer based training, hands on learning, and more traditional classroom time. New caseworkers are provided with comprehensive training, allowing them to handle a limited caseload within a few months of hire and a full caseload a month after that. In addition, APS caseworkers are provided with ongoing opportunities to expand their skills and knowledge through regional trainings, the annual APS conference, and ad hoc development trainings to address specific needs.

Coordination with Partners

APS coordinates with many state and local partners to protect vulnerable adults from abuse, neglect, and financial exploitation. To conduct investigations and provide protective services, APS caseworkers coordinate with law enforcement and the judicial system, forensic injury assessment partners, medical and mental health care and assessment providers, residential and home care service providers, and the state Guardianship program, among others.

Public and Partner Education

APS conducts abuse awareness campaigns, including the ongoing "It's Everyone's Business" (www.everyonesbusiness.org), Elder Abuse Prevention (or Awareness) Month in May, "If It's Not Your Money, It's A Crime" in October, and World Elder Abuse Awareness Day in June. APS Community Engagement staff inform and educate the public and partner organizations with local workshops, trainings and conferences. Texas Partners for Adult Protective Services and local volunteer boards and coalitions around the state assist in awareness-raising activities, fundraising and resource development for supplies and other assistance to APS clients, and organize APS staff recognition and appreciation events.

Mission, Vision and Values

APS developed ITS mission, vision and core values to reflect and help guide APS services, organization, and management. Protecting older adults and people with disabilities from abuse, neglect, and exploitation is our vision and our main goal.

SWOT Analysis

To help evaluate the current effectiveness of APS and develop a sound strategic plan, APS conducted a “*Strengths, Weaknesses, Opportunities, and Threats*” (SWOT) analysis in 2017. The SWOT framework helps an organization identify internal strengths and weaknesses as well as external opportunities and threats to achieving its goals. A SWOT analysis also can help refine organizational strategies, set objectives, and prioritize areas of action for a strategic plan.

APS State Office facilitated a SWOT analysis as a building block for the strategic plan. The objective for this SWOT analysis was to develop information and insights that will help APS to:

- identify and understand issues affecting APS caseworkers;
- set or reaffirm APS strategic goals;
- identify the issues or problems APS intends to change; and
- create an action plan to guide APS efforts over the next 5 years.

First, an anonymous survey was conducted in August 2017 with APS District Directors and Program Administrators, State Office management, and State Office staff. The survey gathered respondent perceptions and ideas on APS’s current strengths, weakness, opportunities and threats. The survey had an 83% response rate, which is high enough to suggest the results are representative of the views of the target groups surveyed.

The survey results were summarized in aggregate form and reviewed by District Directors and State Office leadership during a strategic planning meeting in November 2017. High level themes identified in the SWOT survey results and the review session are summarized in the figure (**APS 2017 SWOT Themes**) and discussed on the next page.

APS 2017 SWOT Themes



What are Strengths of the APS In-Home Program?

Strengths are internal characteristics that are unique, special, highly valued, and positive. Something we can control. Many SWOT comments reflected pride in APS's mission, our staff, and national reputation.

- Client Focused
- Nationally recognized, innovative case work model
- Passionate, resilient, and dedicated staff

STRENGTH COMMENT: "APS has worked to innovate and has had some success in achieving our innovation goals. APS is not a perfect organization, but it is a learning one. We are not standing still. We are a work in progress."

What are weaknesses that the APS In-Home Program faces?

Weaknesses are internal challenges that we can control, which limit APS from achieving our mission and goals. Many SWOT observations regarding APS weaknesses focused on resource challenges, program visibility, policy implementation, training, and use of data:

- High turnover rate; salaries not competitive; low morale
- Limited available resources; program too small to adequately address needs of growing population; low visibility
- Policy directives and implementation in the field; Training model needs updating

WEAKNESS COMMENT: "We need to grow our program and do our best to serve as many clients in need as we can. We are a program meant to help the elderly and disabled not make things so complicated we can't serve those in need."

What are Opportunities for APS In-Home?

Opportunities are external situations/things that may provide "opportunities" for growth and improved service. We cannot control them and they may be time sensitive. Various SWOT comments highlighted opportunities for APS to take greater advantage of population trends, stakeholder relationships, and the knowledge of front-line staff:

- Expand program to reflect growth in elderly population
- Increase stakeholder involvement and front line staff input
- Build coordination among other programs

OPPORTUNITY COMMENT: "Explore ways to educate/inform (stakeholders) about the graying tsunami in Texas, the related role of APS, and the need to provide adequate resources to this program."

What Threats Face The APS In-Home Program?

Threats are external situations/things that may challenge our ability to impact change. We cannot control them, but hope to avoid them or lessen their impact. Commonly identified concerns from the SWOT analysis contrasted the size APS funding and staff relative to the needs of the population served.

- Lack of appropriate and adequate funding
- Growing elderly population while losing staff
- Lack of political and Legislative awareness
- High turnover rate/lack of competitive salaries

THREAT COMMENT: “Other organizations attract quality staff from us because of salaries and lack of recognition.”

SWOT and the Strategic Plan

During the SWOT review at the APS Strategic Planning Meeting, participants identified implications of SWOT findings for enhancing agency goals, objectives, and strategies. During the course of the discussion, priority topics and strategies were identified for how APS can capitalize on program strengths, overcome program weaknesses, develop opportunities, and counter threats to the program.

Strategic Plan

Following the strategic planning meeting, state office staff utilized themes from the SWOT survey and review session and other discussions throughout the strategic planning process to draft the new strategic plan. Business plans from previous years also were used to identify recurring themes. The first day included a discussion of the common current issues in regions with District Directors and State Office management staff. There also was an analysis of the SWOT comments on the first day that spurred several relevant conversations. Leadership identified overarching themes as a group and agreed to pursue four goals. The next days of the meeting were devoted to developing objectives and strategies to achieve those goals.

The new APS Strategic Plan reformulates APS goals, objectives, and strategies to reflect current conditions and priorities. The theme of the strategic plan is to work together as a unified team to achieve efficient quality casework, leading to better client outcomes. APS realizes that the program's goals are large and will require several years to achieve.

Four Goals have been established which are responsive to these recognized priorities. Goal 1 targets client outcomes. Goal 2 relates to statewide practice and program needs and implementing improvements. Goal 3 is about fostering teamwork within APS. Goal 4 is focused on APS relations with internal and external stakeholders. All four goals relate to one another by cultivating collaboration within APS and communicating our vision.

Goal 1 Client Outcomes

Goal 1 is about enhancing and leveraging practices for better client outcomes, while maximizing efficiency and effectiveness. This goal is focused on clients and client outcomes.

APS created the Casework, Logical, Efficient, and Responsible (CLEAR) workgroup in 2017 to review policy, practice, and rule to identify efficiencies and areas of improvement. APS is identifying practices that can be streamlined or improved, and if necessary, APS is eliminating requirements and tasks that do not contribute to better client outcomes.

The first objective is to address the CLEAR workgroup's recommendations to improve efficiency without negatively impacting effectiveness. APS will release the CLEAR report and use it as a road map to make low or no cost changes. The CLEAR workgroup will then reconvene to work on an implementation plan and a strategy to communicate progress to all staff.

Another objective is focused on identifying and promoting efficient and coordinated casework best practices across the state. APS will utilize the existing regional Process Improvement Committee (PIC) as an avenue to solicit feedback and information on things that are working

within the region. This feedback will be brought back to the State PIC in Austin for evaluation and dissemination through district PICs from across the state.

Goal 2 Workforce

Goal 2 focuses on empowering APS staff to become highly trained, practiced, and motivated. This goal concentrates on caseworker needs and casework practice.

This goal centers on recognizing and rewarding exceptional casework across the state, as well as exploring and implementing best casework practices, and developing and maintaining efficient fieldwork processes across the state. APS staff will be empowered by proactively recognizing exceptional performance across the state, and promoting those best practices.

An additional APS objective is to evaluate the strengths and weaknesses of current workforce practices to promote competency, resiliency, and retention efforts. This includes reevaluating our training to ensure it meets current workforce needs. APS caseworkers are mobile and supervisors are managing multiple workers across the regions and districts. The APS program is changing and the workforce is changing; training must adapt as well.

Lastly, APS will reevaluate our current positions to make sure staff are well suited to respond to the needs of our clients. This goal ultimately focuses on the success of the APS program to train, retain, and empower our APS staff.

Goal 3 Teamwork

Goal 3 is about strengthening an environment that facilitates teamwork and communication around the APS mission and vision.

The objective is to strengthen the relationship between state office and field staff by working together and fostering communication. APS will first conduct a statewide SWOT survey and invite every APS employee to participate and offer feedback. After analyzing the results, APS will then assess which areas the agency needs to focus on in order to promote statewide participation. The goal of feedback is to cultivate a collaborative and productive environment between all APS employees.

Promoting respectful camaraderie among APS staff, and strengthening an environment that facilitates teamwork is a priority. APS will identify what districts do to promote cooperation and recognition, leverage useful best practices and develop resources that can be replicated across the state. Districts working together, as we have seen during the aftermath of Hurricane Harvey, is what makes APS excel at developing strong staff teams and providing our clients with the

services they need. Opportunities for districts to build relationships with other districts will also be pursued in order to further foster a collaborative environment.

The last objective under this goal focuses on increasing APS influence and contribution at DFPS. APS will challenge itself to build relationship with programs and departments at DFPS and seek opportunities for executive involvement by positioning ourselves for visibility. APS also will promote APS efforts that may be of interest to other programs.

Goal 4: Community Relations

Goal 4 addresses internal and external APS stakeholder relations, including the public, agency staff, partner agencies and organizations, the legislature, and others.

The program would like to promote APS and increase external awareness, advocacy and support of our clients. This goal is centered on empowering all APS staff to promote the APS In-home program across the state.

The growth of the population served by APS, alongside financial needs of the program call for increased efforts to raise awareness of the APS program, our mission, populations served, and their needs. APS will develop a communication plan that creates a unified message to our internal and external stakeholders. In addition, the communication plan will focus on outreach efforts to increase awareness and reporting of elder abuse, neglect, and exploitation.

To further that objective, APS will foster internal skills through the creation of a statewide APS Ambassador program. The purpose of an APS Ambassador program is to elevate staff, and allow them to have the flexibility and confidence to promote the agency and mission. These Ambassadors will have training to ensure a unified message across the state and within APS. This will include training for staff in the field who routinely have contact with external stakeholders.

Another objective under this goal is to address the protective service needs of the growing population by maximizing existing and new resources. This includes an assessment to evaluate the needs of the elder population and creating a comprehensive Legislative Appropriations Request (LAR) based on the results. Along with working with internal and external stakeholders and promoting ourselves, comes asking for the services and resources needed to protect the vulnerable adults of Texas.

Goals, Objectives, and Strategies

Goal 1 Client Outcomes

Enhance and leverage practices for better client outcomes, while maximizing efficiency and effectiveness.

Objective 1.1: Address CLEAR workgroup's efficient and streamlined recommendations to contribute to better client outcomes by FY 2020.

Strategy 1.1.1: Release the CLEAR workgroup report with recommendations to APS statewide.

Strategy 1.1.2: Evaluate and re-charter the CLEAR and Intensive Case Services work group to monitor and coordinate progress, an audience for policy changes, and vetting mechanism for on-going changes.

Strategy 1.1.3: Document the impact of workers and supervisors not following protocol.

Strategy 1.1.4: Reinforce and identify existing policies that allow for efficient and productive casework.

Strategy 1.1.5: Develop an ongoing progress report for the CLEAR workgroup, and a method for disseminating the report statewide.

Objective 1.2: Identify and promote efficient and coordinated casework best practices across the state by FY 2022.

Strategy 1.2.1: Re-charter the PIC with a focus on promoting best casework practices.

Strategy 1.2.2: Identify district best practices statewide, and champions within districts by recognizing their efforts, with an emphasis on those who can teach others statewide.

Strategy 1.2.3: Establish the PIC as the lead to develop content and speakers of the annual APS conference.

Strategy 1.2.4: Develop a plan for the PIC to disseminate the results and recommendations statewide.

Goal 2 Workforce

Empower APS staff to be highly trained, practiced and motivated.

Objective 2.1: Proactively recognize good performance across APS by FY 2019.

Strategy 2.1.1: Assess current recognition programs and opportunities.

Strategy 2.1.2: Design a recognition program that addresses the new unique needs of the APS mobile workforce.

Strategy 2.1.3: Implement the new APS recognition plan.

Objective 2.2: Evaluate the strengths and weakness of current workforce practices to promote competency, resilience, and retention by FY 2022.

Strategy 2.2.1: Assess the training tools available that help caseworkers retain and execute excellent model casework practice.

Strategy 2.2.2: Assess the training model to meet our current workforce needs which includes caseworkers, supervisors, and other APS staff.

Strategy 2.2.3: Evaluate the role of each APS position for functionality and efficiency to match the needs of the program.

Strategy 2.2.4: Implement recommendations to training model.

Goal 3 Teamwork

Strengthen an environment that facilitates teamwork and communication around a unified purpose.

Objective 3.1: Enhance the relationship between state office and the field by FY 2019.

Strategy 3.1.1: Assess the relationship between state office and the field using a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis.

Strategy 3.1.2: Foster a culture focused on collaboration and productivity by providing achievable outcomes.

Strategy 3.1.3: Seek opportunities for the field to provide feedback to the state office.

Objective 3.2: Promote respectful comradery among APS to strengthen an environment that facilitates teamwork by FY 2020.

Strategy 3.2.1: Analyze and assess each district’s current practice to promote comradery.

Strategy 3.2.2: Increase and seek opportunities to build relationships between districts.

Strategy 3.2.3: Gather feedback from the regional Process Improvement Committee (PIC) meetings and create a forum at the statewide PIC to promote comradery among districts.

Objective 3.3: Increase APS impact and contribution at DFPS by FY 2021.

Strategy 3.3.1: Build relationships with DFPS programs, such as CPS and operations.

Strategy 3.3.2: Seek opportunities for executive involvement for APS to increase program visibility and impact.

Strategy 3.3.3: Promote APS “best practices” that may be valuable and beneficial to other DFPS programs.

Goal 4: Community Relations

Promote APS to increase awareness, advocacy, and support.

Objective 4.1: Inform stakeholders about ongoing work to increase the awareness of APS top priorities by FY 2020.

Strategy 4.1.1: Assess and evaluate APS communication methods and processes to determine effectiveness. Example: Biennial APS Community Satisfaction Survey.

Strategy 4.1.2: Determine our internal and external stakeholders.

Strategy 4.1.3: Develop a multi-tiered communication plan.

Strategy 4.1.4: Develop a system to deliver pertinent information to internal and external stakeholders.

Objective 4.2: Create a culture of APS ambassadors that promotes our mission and core values by FY 2021.

Strategy 4.2.1: Create a statewide APS Ambassador plan for all APS employees that positively promotes the APS program, both locally and statewide.

Strategy 4.2.2: Develop the training and tools needed for a statewide plan for use by our APS Ambassadors.

Strategy 4.2.3: Create an outreach campaign that encourages responsible elder abuse reporting for the underserved and under reported.

Strategy 4.2.4: Implement the APS Ambassador plan across the state.

Objective 4.3: Address the protective services needs of the growing vulnerable adult population by maximizing existing and new resources by 2020.

Strategy 4.3.1: Evaluate the protective services needs of the growing vulnerable adult population.

Strategy 4.3.2: Develop a comprehensive Legislative Appropriations Request (LAR) to address APS workforce needs.

Strategy 4.3.3: Maximize existing and new resource opportunities.

Strategy 4.3.4: Increase awareness of under reported Abuse, Neglect, and Exploitation (ANE).

Next Steps

This strategic plan is different than previous APS Business Plans. Rather than being a work plan for the year, this is a long-term five year plan with broader goals as well as objectives and strategies designed to achieve those targets. The intent is to make this plan a living document - it will continue to change and become more established as we hone in on identifying our best practices and re-examine our efforts toward achieving our goals on an annual basis. We will meet yearly to reevaluate and give updates on our goals, objectives, and strategies.

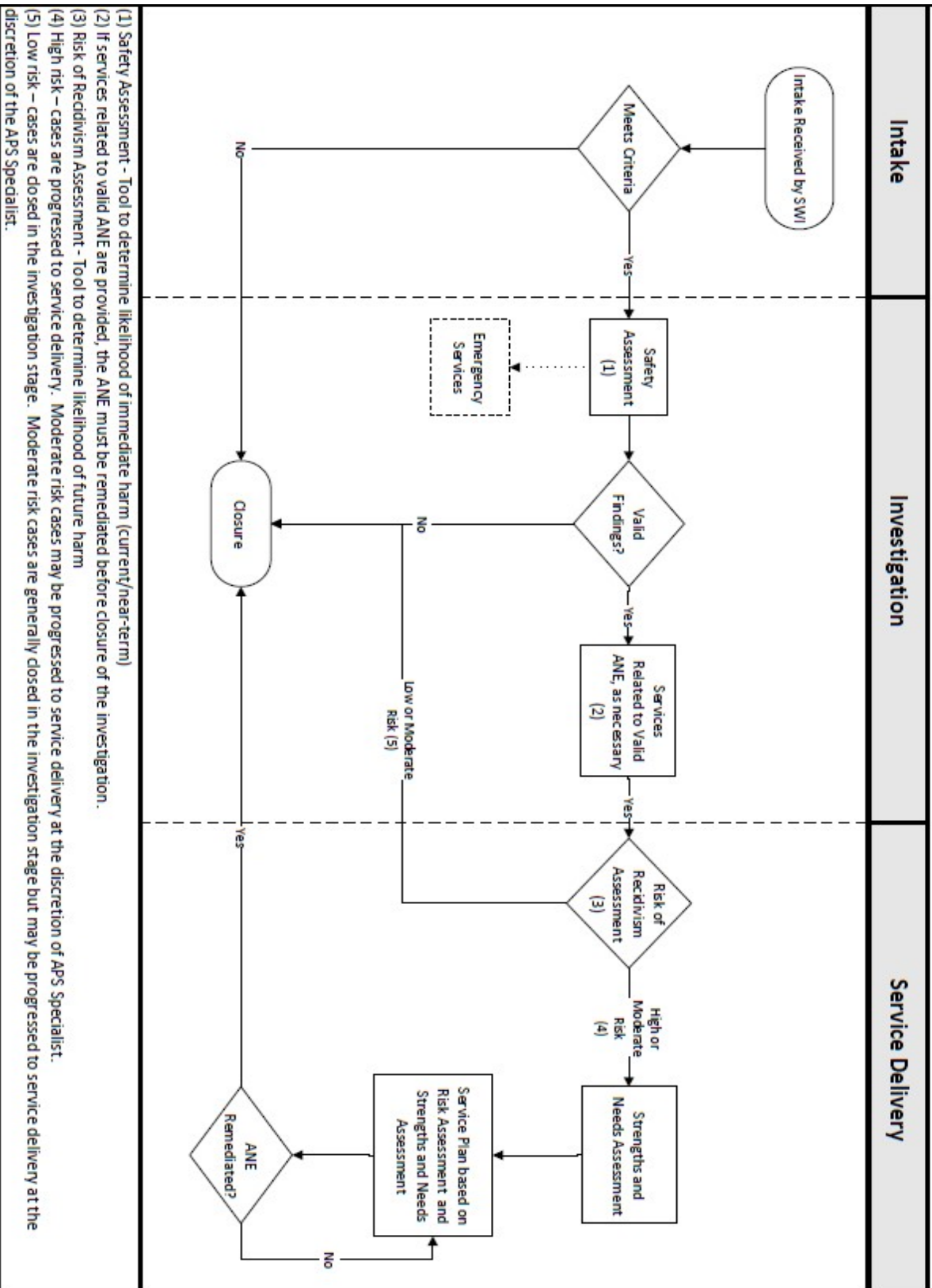
As with our business plans of the past, this strategic plan will provide a natural transition to a detailed action plan that will enable the monitoring and refining of our efforts. An action plan template has been created to track progress and implementation at the strategy level. These will be submitted to APS leadership for review quarterly.

The strategic plan is meant to be a document for everyone at APS, because together we protect our clients. As such, this document will be shared across APS and feedback will be solicited prior to every annual evaluation.

For questions or comments on the APS Strategic Plan, please contact the APS Associate Commissioner, Kezeli Wold at Kezeli.Wold@dfps.state.tx.us .

Appendix

APS In-Home Casework Process



Appendix 1