



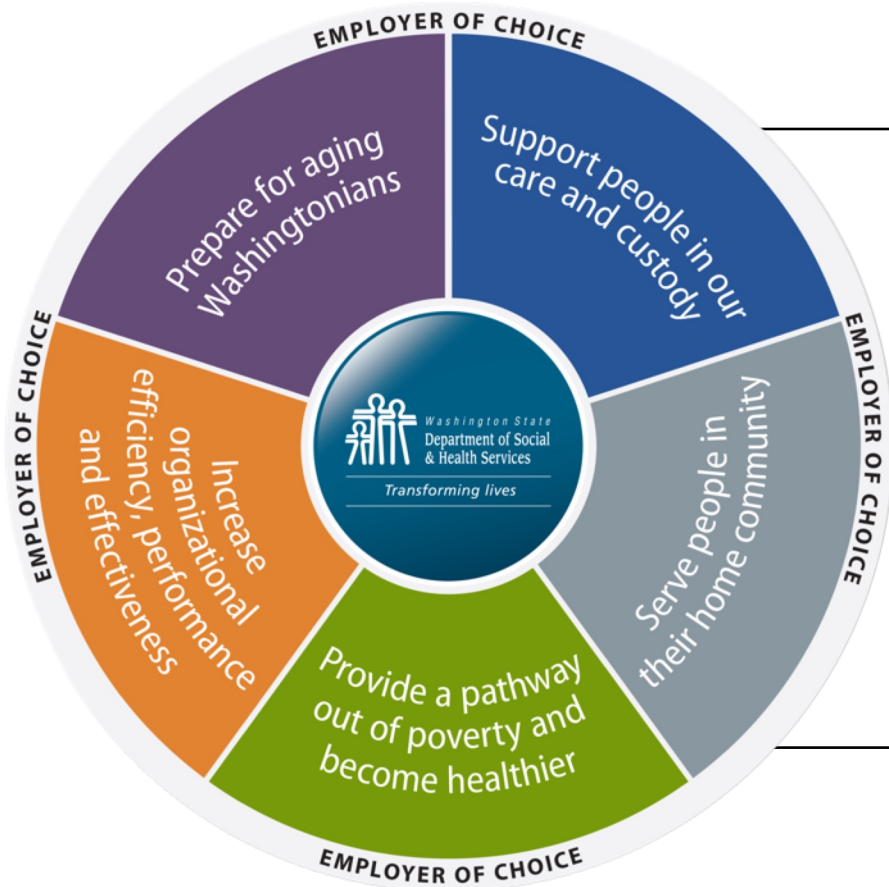
Aging and Long-Term Support Administration presents

# The Power of Choice

A visual road map to the future of aging and long-term care services.

*Part of the DSHS 2023-2025 Strategic Plan eBook Series*

# Our Unifying Mission — Transform Lives



This wheel represents our six strategic priorities, each a critical pillar to transforming lives.

You will see these themes emerge across our plans for transforming our services.



Our DSHS Values are:

**Diversity and Inclusion**  
**Honesty and Integrity**  
**Pursuit of Excellence**  
**Open Communication**  
**Commitment to Service**



At the Department of Social and Health Services, we work tirelessly to help nearly two million people in Washington state navigate deeply complex systems in order to access essential human services. The strategic goals outlined here are bold, forward-thinking and aimed at dismantling barriers that stand between our clients and the tools we all need to build a strong foundation. I am excited to be with you on this journey toward equity, access and well-being for all Washingtonians.

Gilma Meneses, Secretary  
Washington State Department of Social and Health Services



ALISA is a nationally recognized leader of long-term services and supports and it's because of the dedication and innovation of our staff, stakeholders and partners. Together we develop and achieve our mission to transform lives and positively impact and protect some of Washington's most vulnerable residents through our progressive service delivery systems. We will continue to set ambitious goals, develop culturally appropriate, accessible and impactful programs and be a beacon of hope and support within communities across Washington.

Bea Rector, Assistant Secretary  
Aging and Long-Term Support Administration



# We Are DSHS

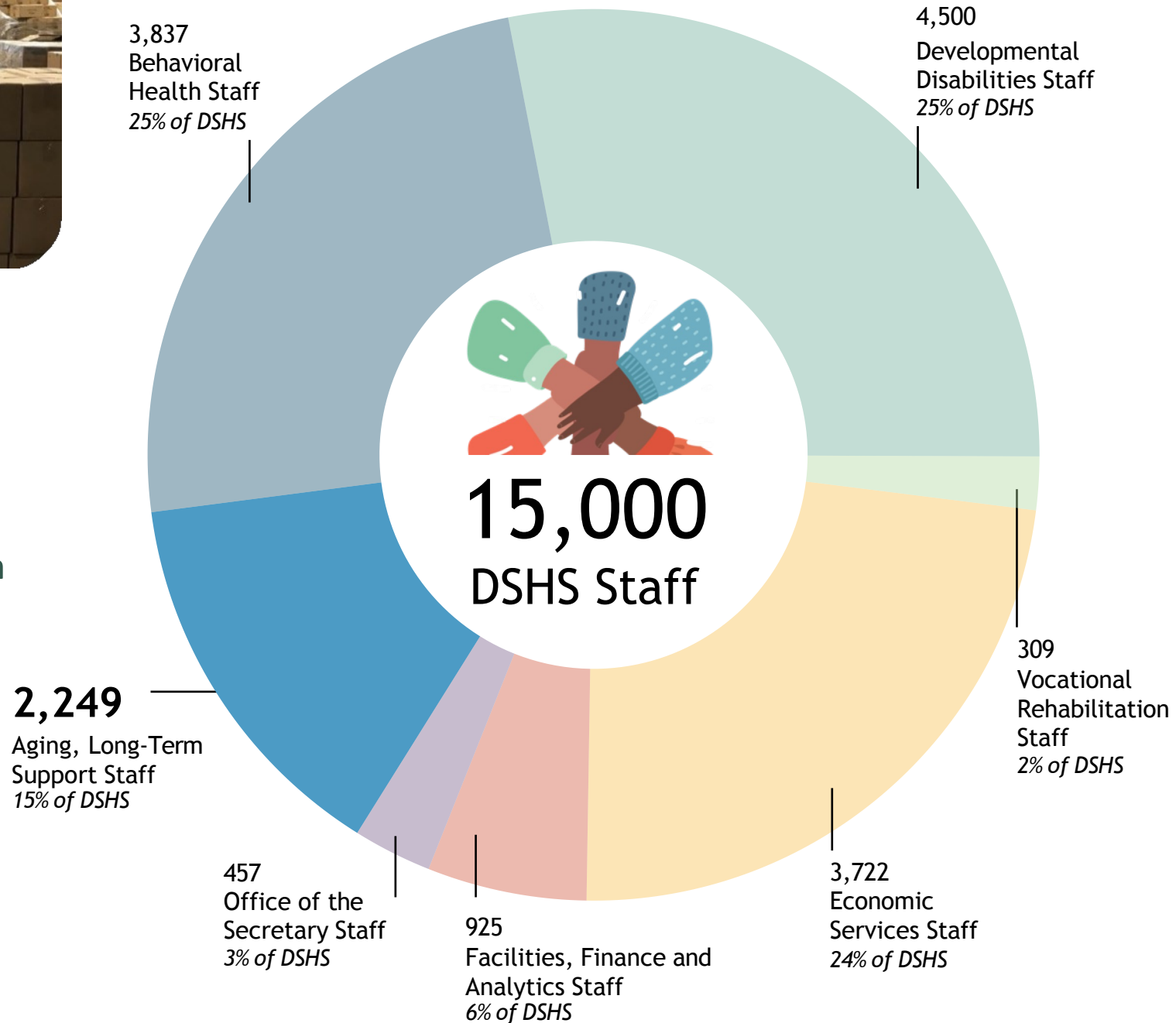
## A spotlight on the staff of the Aging and Long-Term Support Administration

Over 2,000 dedicated ALTSA staff deliver services to help seniors and people with disabilities live independent, safe and secure lives in the setting of their choice.

### Staff include:

- Deaf and Hard of Hearing Program Specialists
- Public Benefit Specialists
- Social Services Specialists
- Adult Protective Services Investigators
- IT System Administrators
- Nursing Home Surveyors
- Nursing Consultants
- Forms & Records Analysts

And many more!

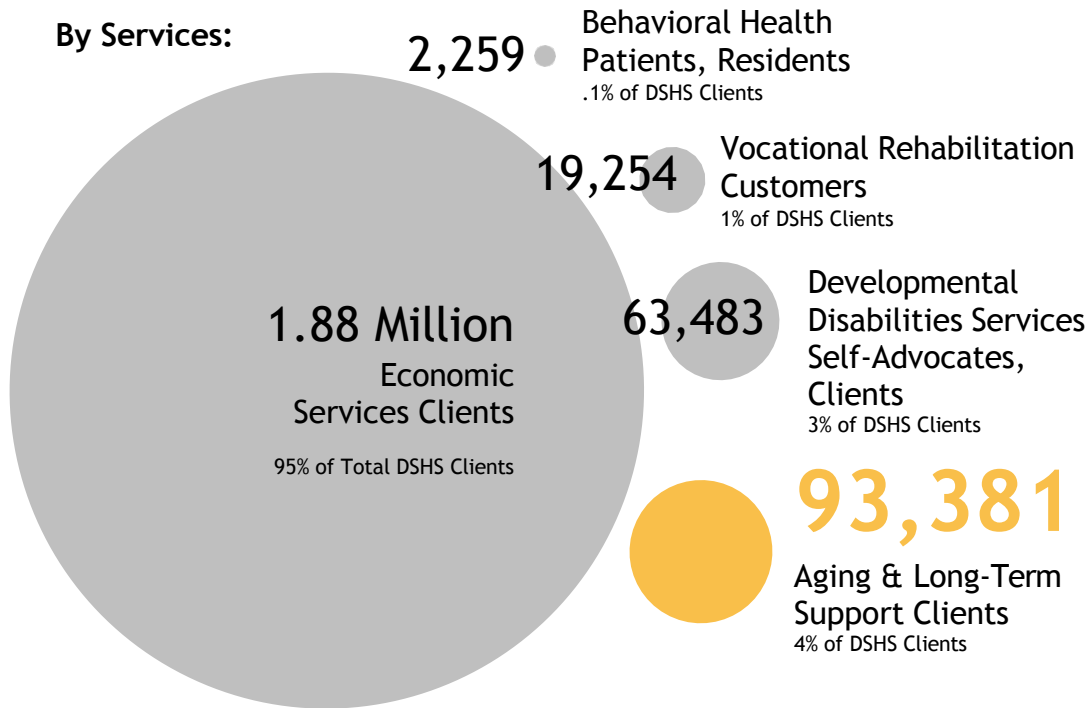




# A Look at Washingtonians Engaging in Social and Health Services

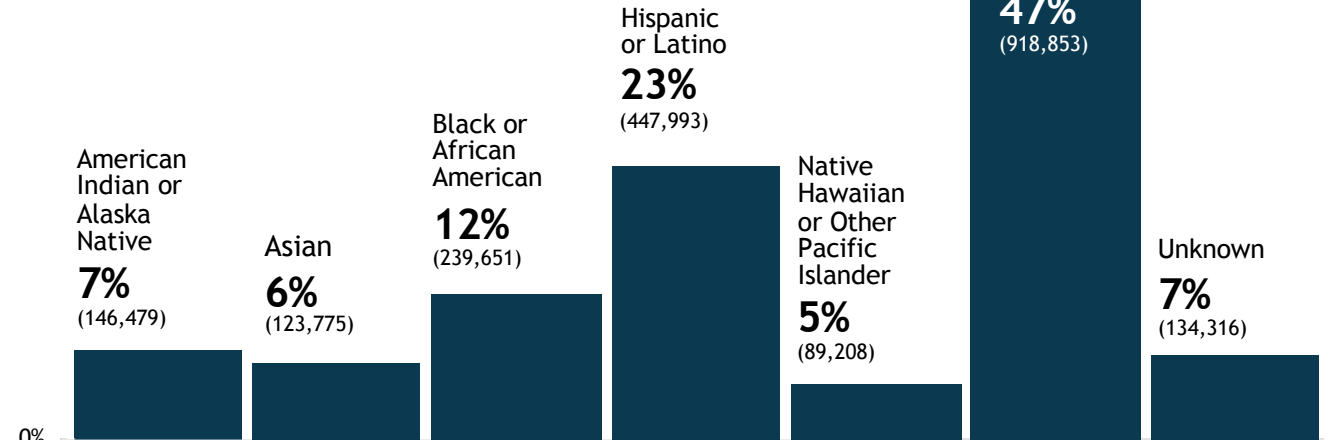
In 2020, **1.97 million** people engaged with DSHS services to support their well-being, independence and ability to fully participate in their communities.

## By Services:



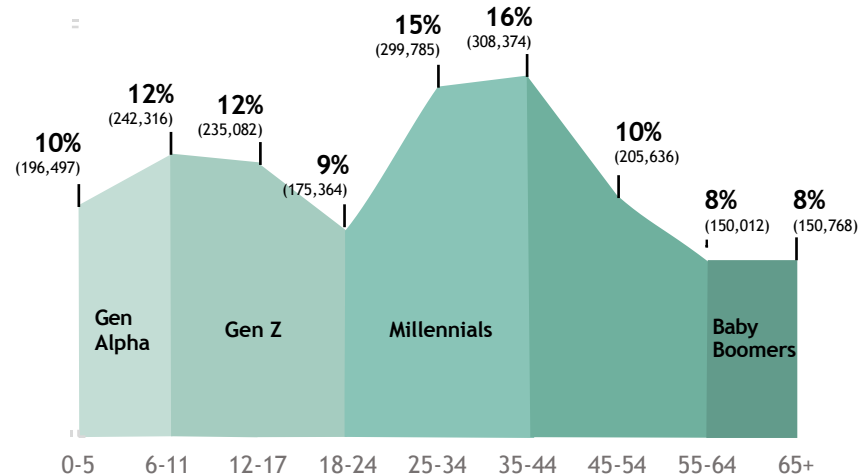
Note: Many clients receive more than one DSHS service.  
Total sum exceeds total number of DSHS clients.

## Race/Ethnicity



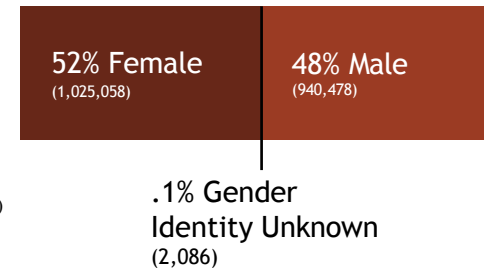
Note: Race/ethnicity groups are not mutually exclusive, with the exception of White, Non-Hispanic and Unknown. Therefore, the sum of counts across all groups will exceed the total population of clients served. We also do not currently have a way to visualize intersectional demographics, for example, reflecting transgender women of color.

## Age



Note: Generation ranges are approximate and follow age ranges based on the Pew Research Center.

## Gender Identity



Note: We recognize that people who identify as gender nonbinary, transgender and gender queer are not visibly reflected in this data set.

# We are advancing equity and access

Our future is becoming an anti-racist agency without barriers to employment, services and access for our colleagues, customers and clients.

With central efforts in the DSHS Office of Equity, Diversity, Access and Inclusion, EDAI administrators, communities of practice, staff and executive leaders are working to make that vision a reality.



**At ALTSA, our equity, diversity, access and inclusion goals include:**

Expanding learning opportunities through Certified Diversity Executive and Professional trainings.

Removing biases identified within policies and procedures.

Expand quality assurance to measure EDAI success.

Begin using art, videos, storytelling and staff recognition to generate systemic change.



## AL TSA is preparing for an aging Washington.

AL TSA is a nationally recognized leader with bold strategic initiatives that empower and support clients, family caregivers and providers. Our strategic objectives guide our work and support our mission of transforming lives by promoting choice, independence and safety through innovative services.

Together we support seniors and people with disabilities, so they can live in good health, enjoy their independence and have dignity and control over the choices they make that affect their lives.

## AL TSA By The Numbers

2,249

AL TSA employees

31,400

people are served  
by in-home  
Individual Providers

11,000

people who are deaf  
and hard of hearing,  
including case  
management for more  
than 600 individuals

48,879

Adult Protective  
Services investigations  
conducted annually

71,200

older people and  
individuals with  
disabilities in  
Washington are served  
each month in the  
setting of their choice

5,000

family caregivers  
receive services  
and supports

4,605

facilities are licensed,  
certified and routinely  
surveyed and inspected





# An employer of choice, progress and possibilities.



ALTSA is aiming to improve its employee satisfaction rate from 71% in June 2020 to 72%, per DSHS survey data, by June 2023.

ALTSA understands that highly engaged staff lead to greater employee satisfaction, employee retention, innovation, organizational effectiveness and positive outcomes for the people we serve.

ALTSA is committed to connecting and aligning staff through common messaging about ALTSA culture, strengthening and sustaining a diverse and inclusive workforce, creating opportunities for innovation and improvement and supporting staff connection with each other and the community.

I am encouraged to come up with better ways to do things.

- Employee Survey Response



SERVING OTHERS EVERYWHERE

# Creating behavioral health supports in all communities

Washington has identified a gap in community options available for individuals with behavioral challenges and personal care needs, particularly those ready for discharge from the state psychiatric hospitals.

To address this gap, ALTSA is working with providers to improve their ability to serve specialized populations and bring together care systems that will help transfer individuals who need services and supports into the community.

Through these efforts ALTSA hopes to achieve a quarterly average of 80 state psychiatric hospital to community setting transitions from June 2021 through June 2023.





COMMUNICATION CHANGES LIVES

# Expanding access through the Office of Deaf and Hard of Hearing

Through June 2023, ALTSA aims to continue educating and training 50 service providers on communication methods so they can better serve people who are deaf, deafblind, deaf plus, hard of hearing, late deafened and speech disabled.

By providing virtual or onsite training and education opportunities to DSHS staff and other service providers about communication resources, ALTSA can better equip others to meet the communications needs of our clients and the public.

After connecting with ODHH in September 2020, within just a few weeks, several issues that I had struggled with since entering the U.S. were resolved... I am extremely grateful to ODHH, for their dedication to advocacy and persistence with problem solving.

- ODHH Client Testimonial

An illustration of a woman with dark curly hair, wearing a blue and white striped long-sleeved shirt and dark pants, pushing a man in a wheelchair. The man has a white beard and is wearing an orange patterned sweater and yellow pants. They are walking on a brown path with green bushes in the background. The woman is smiling and looking towards the man.

PUTTING PEOPLE FIRST

# Creating client choice through person-centered services.

As the number of older adults in Washington continues to grow, so will the demand for long-term services and supports. We must continue to innovate and expand our services and supports to meet this demand, and address the specialized care needs of older Washingtonians.

By engaging with clients and their families, we can help them setup planning options that will assist individuals moving into a setting of their choice with the services and supports that fit their unique needs.

By June 2023, we're aiming to have 88% or more of people receiving long-term services and supports choose where and how they age by offering a broad array of innovative, high-quality, person-centered services and supports designed to meet the unique needs of individuals and their families.





I think people are much healthier and happier at home and I really wanted to support people staying in their homes and having a supported living environment that was safe.

- Individual Provider,  
Olympia Training Partnership

# Keeping facilities safe for clients.

ALTSA licensors and surveyors work to ensure that long-term care facilities follow regulations while providing high-quality care and protecting vulnerable adults from abuse.

Licensing re-inspections are a valuable way to ensure the quality of care being provided at a facility, and all long-term care facility residents benefit from this service.

By cross-training licensors for different settings and modernizing the inspection, licensing, documentation and record storage systems ALTSA is working towards being able to maintain timely re-inspection for nursing homes, assisted living facilities and adult family homes to 90% or higher by June 2025.

**There is a resident capacity of 82,084 who live in facilities.**



PREPARING, PLANNING, PROTECTING

# Showing up quickly to support vulnerable adults in our communities.



Adult Protective Services has worked to ensure its workforce is ready to face the challenges of an aging population and the increase in reports.

Through enhanced training for staff, implementation of formalized tools and approach to risk and safety screening and collaborating with partners, APS is better positioned to increase timely initial response to investigations based on priority. 100% for high-priority investigations and maintaining 99% for medium and low-priority investigations through June 2025.

APS efforts are intended to support people to remain as independent as possible in their communities and to ensure we are honoring the right to self-determine if able.





# Recruiting and retaining long-term care workers.

Estimates show the number of Washingtonians aged 65 and older will almost double by 2040 and most individuals will want to live in their own homes and in community-based settings.

ALTSA understands that the long-term care system is dependent on long-term care workers, medical and multidisciplinary providers of geriatric services and must respond with ambitious goals in order to recruit and retain enough long-term care workers to support the needs of older Washingtonians.

Through various efforts such as providing resources that support worker retention, increasing the number of entities providing home care aide certification training and increasing the visibility of the direct care workforce ALTSA is positioning itself to meet the state's future long-term care needs.

By 2030, nearly 77,000 home care aides (HCA's) are estimated to be needed to serve Medicaid consumers and action is needed to recruit and retain more HCA's. When factoring in high turnover rates the number needed increases to as high as 125,000.



*Transforming lives*

# Our journey continues...

Learn more:

Read the full [ALTSA 2023-2025 Strategic Plan here](#).

See all [DSHS Strategic eBooks here](#).

