



SAN DIEGO COUNTY'S AGING & DISABILITY
RESOURCE CONNECTION IS A CORE
PARTNERSHIP BETWEEN:

COUNTY OF SAN DIEGO
HEALTH & HUMAN SERVICES AGENCY
AGING & INDEPENDENCE SERVICES

&

ACCESS TO INDEPENDENCE

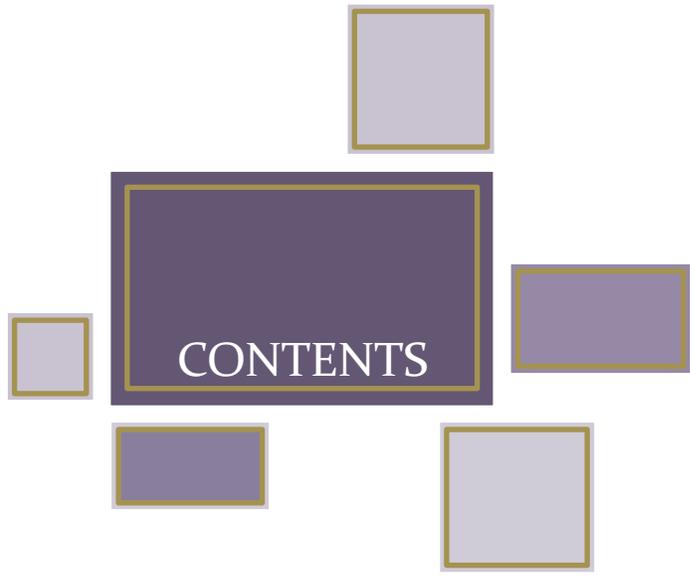
SAN DIEGO COUNTY'S AGING & DISABILITY RESOURCE CONNECTION

Marketing Plan 2013 - 2014

Aging & Disability
**Resource
Connection**
ADRC of San Diego County

Linking you to home & community services

San Diego County's ADRC Advisory Committee – Marketing Group



What is an ADRC?2

ADRCs in California.....2

San Diego County’s ADRC.....3

San Diego ADRC Core Brand.....3

Role of the Marketing Plan5

Why Focus on Marketing.....5

Population Characteristics & Demographic Trends.....5

Challenges & Opportunities.....7

San Diego County’s ADRC Marketing Objectives.....7

Target Audiences & Messaging Channels.....8

Marketing Methods & Goals.....8

Metrics for Evaluation.....10

References.....10

What is an ADRC?

The Aging and Disability Resource Center initiative (ADRC) is a collaborative effort of the Administration on Community Living (ACL) (formerly Administration on Aging) and the Centers for Medicare & Medicaid Services (CMS) to bolster state efforts to streamline access to long-term services and support (LTSS) options (Figure 1). Through integration or coordination of existing aging and disability service systems, ADRC programs enhance the visibility and accessibility of the full range of available LTSS options by providing persons of all ages, abilities, and incomes and their caregivers and service providers with objective information, counseling and assistance that empowers people to make informed decisions about their long term supports.

ADRCs in California

Since 2003, seven regions in California have launched ADRC partnerships. California has promoted a vision for ADRCs that goes beyond networks serving single populations to embracing a more holistic approach that addresses the needs of the broader community. California has chosen to use the modified title of *Aging and Disability Resource Connections - ADRC* (this nomenclature is used throughout the remainder of this document) to reflect the principle of a “no wrong door” rather than the convention of a “single entry point.” The “no wrong door” approach underscores the importance of systematic collaboration has among organizations who work in parallel to coordinate and/or provide community LTSS to diverse populations. California ADRCs have at their core a partnership between an Area Agency on Aging (AAA) and an Independent Living Center (ILC). These Core Partners are joined by a network of “extended” partners.

California's ADRC network is ready to expand from a handful of sites to a statewide system. The ADRC designation criteria that have been established to facilitate this transformation provide fair and consistent standards for determining whether a network of organizations qualifies in scope and philosophy as an ADRC partnership. As well it helps them expand their partnerships, develop their infrastructure, and enhance their capacity in a way that meets state standards, while accommodating the needs of the local community. California's ADRC criteria align closely with federal criteria and hence position ADRCs for potential funding, operational support, and technical assistance.

Figure 1

California's Model of a Fully Functional ADRC

- ⊕ Information, Referral & Awareness (I/R&A)
- ⊕ Options Counseling, Advice & Assistance
- ⊕ Streamlined Eligibility Determination for Public Programs
- ⊕ Person-Centered Transition Support
- ⊕ Involvement of Partnerships, Stakeholders, & Consumer Populations
- ⊕ Quality Assurance & Continuous Improvement

San Diego County's ADRC

San Diego County's ADRC was one of the first in California and the nation. Established in 2004, San Diego County's ADRC was built on the foundation of the Aging & Independence Services (AIS) Call Center, the gateway to a fully integrated service delivery system of more than thirty different programs for older adults and persons with any disabilities or vulnerabilities. In 2006, Access to Independence was awarded a grant from the California Department of Aging (CDA) to join AIS as a full partner in the ADRC. The welcomed partnership has enhanced both agencies' effectiveness to serve younger disabled individuals and older adults, improved their ability to make referrals to programs and services, and strengthened their assessment capabilities that has facilitated enrollment of consumers in entitlement programs. In addition, enhancements to the Network of Care website, the virtual arm of San Diego County's ADRC, has extended the reach of the ADRC and supported the delivery of core services.

The following are new and shared vision and mission statements adopted by San Diego County core partner organizations and the ADRC Advisory Committee.

Vision

The San Diego County Aging and Disability Resource Connection (ADRC) is the trusted no wrong door for information, assistance, support and access to community-based long-term services and supports that champion health, independence, safety and enhanced quality of life for all.

Mission

San Diego County Aging and Disability Resource Connection is to empower our community to live independently with dignity and security by facilitating easy access to quality services and supports offered through an integrated network of trusted partners committed to self-directed, community-based healthcare and social service solutions that work to keep our community healthy, safe and thriving.

San Diego County ADRC Core Brand

This section describes the San Diego County's ADRC brand and outlines the main elements that will be utilized to promote and convey messages. The purpose of developing a county brand is to ensure that the ADRC is presented in a cohesive manner across the county, creating assurances among consumers and potential consumers that San Diego County's ADRC is recognized by both State and Federal networks of high-quality organizations that adhere to established high standards.

Although adherence to the County brand is essential, extended partners of San Diego County's ADRC may develop individual promotional campaigns that emphasize various elements of the principal San Diego County ADRC brand. All partners of San Diego County's ADRC are strongly encouraged to incorporate the brand into their existing or evolving campaigns.

Name, Logo, Website, & AIS Call Center

Name

In California, the ADRC program is called Aging & Disability Resource Connection. San Diego County's ADRC has added a tagline to accompany our logo:

(*Linking you to home & community services*)

Logo

San Diego County's ADRC logo is displayed below. The logo is a modified version of the State logo customized to describe the local effort. This is the primary logo that ADRC partners can choose to display along with their logo to demonstrate their partnership with San Diego County's ADRC. Displaying this logo is important, as it indicates to consumers that the local program is part of the State and Federal network.



Website

The Network of Care (NOC) website, a virtual component of the ADRC, provides a searchable database of local services provided by core and formal/informal extended partners, and also serves as a useful tool for consumers to identify other local resources and services that support long-term care planning, health and wellbeing and facilitates the sharing of information to improve care coordination across their care providers. Please go to www.networkofcare.org/aging to learn more.

AIS Call Center

The Call Center is the gateway to AIS services, information and referrals, and is staffed with personnel specially trained to assess callers' needs. If an AIS service is not appropriate, callers are referred to private and community programs that can help. AIS Call Center numbers are as follows:

- ⊕ In San Diego County: (800) 510-2020
- ⊕ Outside San Diego County (800) 339-4661

Role of the Marketing Plan

The purpose of this Marketing Plan is to provide uniform guidance for how marketing of San Diego County's ADRC is to be carried out throughout the county. It establishes brand, identifies and describes target audiences, provides a range of tools and templates, and describes how promotional efforts will be tracked and evaluated. The vast majority of the marketing will be carried out by San Diego County's ADRC core, formal and informal extended partners. However, it is important to note that funding and capacity for marketing is extremely limited, and therefore the plan aims to reduce costs for all ADRC partners through its progressive implementation.

Why Focus on Marketing?

In San Diego County, there is little to no built-in brand recognition around the ADRC and many San Diego County residents and service providers are unaware of the program. A 2012 needs assessment conducted by AIS found lack of knowledge about available services was a common theme among seniors and their caregivers who often do not seek social service information until an imminent serious need arises. Forecasts predict an increase in need for ADRC services given the changing demographics of San Diego County coupled with the pending implementation of various health care reform measures (Figure 2) that aim to expand access to health and social services. Employing a measured approach to enhancing the visibility of the ADRC in the eyes of the public and among health and social service providers may prove an effective strategy in meeting the projected rising needs of San Diego County residents.

Population Characteristics & Demographic Trends¹⁻²

San Diego County (Figure 3) is home to 3,177,063 people encompassing 4,261 square miles and shares the busiest international border in the world with the Country of Mexico. Incorporated areas encompass only 689 square miles, while unincorporated areas account for the balance of 3,572 square miles. Most of the region's urbanization is located in the western third of the county leaving the more rugged uplands, mountains and deserts sparsely populated. The 2010 Census ranked the City of San Diego as the eighth largest in the nation. The county is the fifth largest residential population in the nation ranking second in population within the state, behind Los Angeles County. San Diego County's population is projected to reach 4,384,867 by 2050.

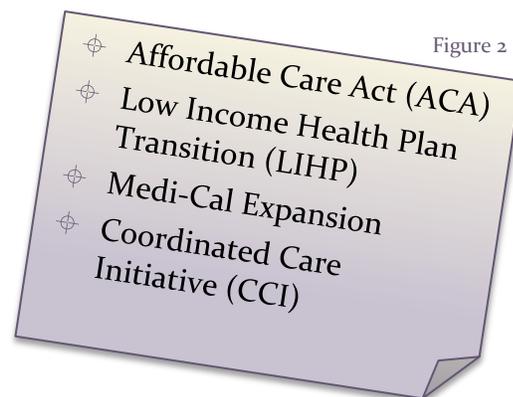


Figure 2

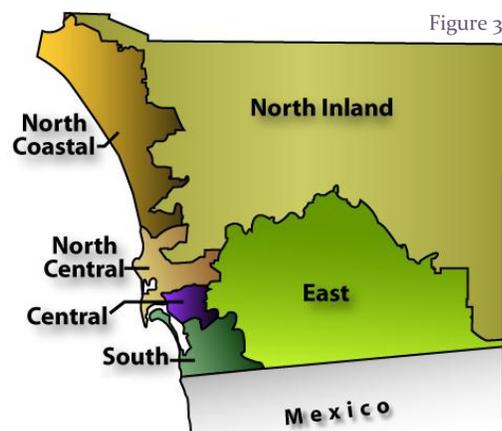


Figure 3

The median age for San Diego County is increasing and is expected to continue to rise as the baby boomers age:

Year	Median Age (yrs.)
1980	28.8
1990	30.9
2000	33.2
2010	35.3
2030	37.4
2050	38.7



The San Diego region has one of the largest older populations in the nation. In 2010, there were 353,089 persons 65 years and older, which represented 11.4% of the total population. According to the Census 2010, San Diego County's 65+ population was slightly below the nations' in the year 2010 (13.0%). The growth rate for older persons will continue to accelerate since Baby Boomers are beginning to turn 60 years of age. The magnitude of the older adult population is illustrated by the fact that 18 states (including the District of Columbia) had fewer persons 65+ than San Diego County in the year 2010.

Between 2010 and 2050 older age cohorts in the San Diego Region are expected to increase by 118.3% for the 60+ group, 145.8% for those 65+, 186.7% for persons 75+, and 244.6% for those 85 and older. These age groups have the highest likelihood of functional disabilities and chronic conditions, and collectively will represent the largest challenge to the County in terms of service demands.

According to the 2000 Census the average poverty rate for those age 65+ countywide is 6.8%. Persons age 65+ whose income is below the poverty level are generally located in areas with the highest concentration of minorities. Approximately 162,000 minority older individuals live in San Diego County, representing 31.4% of those persons 60+. The percentage of minority representation decreases with age, suggesting lower life expectancies for minority residents.

Many variables impact the use of services. Research consistently indicates that ethnic/cultural background, literacy, language skills, level of assimilation, and even a preference for informal resources (family and friends) rather than "official" government programs, all impact usage. The challenge is to develop strategies that are successful in overcoming these barriers and reach these underserved populations.

An estimated 16% of the total population 60+

- ⊕ 16% - Hispanic
- ⊕ 10.2% - Asian, Hawaiian, Pacific Islander
- ⊕ 3.5% - African American
- ⊕ 0.5% - American Indian, Alaskan Native
- ⊕ 4.9% - other

Challenges & Opportunities²



Reduced funding in the face of increased demand for services has challenged the resources of the ADRC, contracted service providers and other organizations serving older adults and persons with disabilities in the county. While marketing of services is an important component to increasing knowledge and reducing gaps in service delivery marketing frequently does not occur because providers are hard pressed to accommodate their current client base. Finding ways to develop and finance additional service capacity in the community that meets needs, allows choice, and ensures quality care will be a challenge for the ADRC and its network of partners in years to come. To help meet these challenges AIS will continue to lead San Diego County's Long Term Care Integration Project which has built a platform where approximately 800 community stakeholders are engaged in the work of creating a seamless system of care that is consumer-focused and community based. California's Coordinated Care Initiative represents another opportunity as health and social services will be integrated for the first time; both at the funding and service level, offering a new opportunity for the ADRC to play a significant role in working with new partners to make this an effective integration.

San Diego County's ADRC Marketing Objectives

The overall Goal of ADRC Marketing Efforts are to gradually raise awareness of San Diego County's ADRC among persons of all ages, abilities, and incomes and their caregivers and service providers, as well as to promote benefits of the ADRC to other relevant entities, including but not limited to, hospitals, managed care organizations and elected officials.

Primary Objectives:

- ⊕ Educate potential consumers and their families or caregivers about how San Diego County's ADRC can assist them when they need help.
- ⊕ Highlight the benefits of working with San Diego County's ADRC to healthcare and social service providers.
- ⊕ Promote how San Diego County's ADRC benefits the region and create awareness among policy makers to help enhance sustainability efforts.

Given San Diego County's ADRC unparalleled knowledge of the LTSS delivery options, the demographic statistics informing demand, and the changing expectations that individuals and their families have for the long term care system, San Diego County's ADRC requires a dynamic marketing strategy that will progressively grow name and service recognition. San Diego County's ADRC's marketing strategy will reflect this dynamic landscape by designing broad and tailored outreach and marketing that will methodically grow its name recognition and public identity as the reliable source for LTSS information and access.



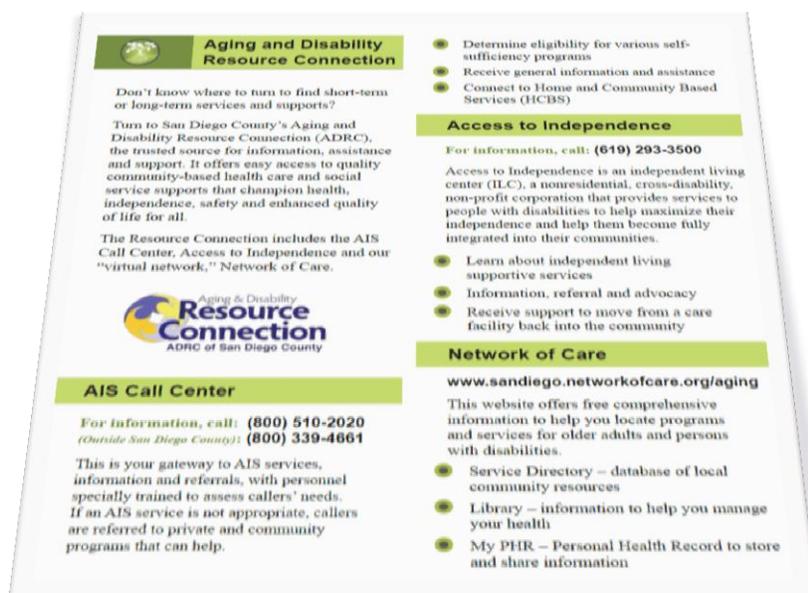
Target Audiences & Messaging Channels

This marketing strategy will be multifaceted, using traditional and contemporary methods of increasing familiarity with the ADRC, engendering more trust throughout the community. Realization as the trusted No Wrong Door for information, assistance, and access to community services, San Diego County's ADRC strategy for marketing includes targeting San Diego County residents of all ages, incomes, and service providers who are seeking free, comprehensive information about LTSS options, programs, resources, and services; eligibility assessment and application assistance for entitlement programs and transition services.

San Diego County's ADRC will continue to use and expand traditional methods of marketing. This will include print, and in person strategies to inform the public, prospective, and existing partners (including hospitals, managed care entities, state and local community service agencies, etc.) of the ADRC offerings and the value that the ADRC brings to San Diego County. The amount of promotional and outreach material distributed are subject to monetary conditions and the cultural appropriateness of the publication to meet the demographic needs of a wide range of audiences while remaining cost efficient.

Marketing Methods & Goals

- ⊕ **Goal 1** : Update and develop new ADRC outreach materials
- ⊕ **Method**: AIS and Access to Independence updated existing brochure and bookmark
 - Bookmark
 - Brochures
 - Other materials



Targeted marketing and outreach to the right professionals serves the dual purpose of getting the right information into the right hands to make referrals, and engages those in the medical community to participate in program development. San Diego County’s ADRC will continue long standing efforts to educate key community partners such as hospitals, providers, advocacy and community groups, professional and service organizations, and managed care entities about the key role of the ADRC, and will introduce new strategies to reach prospective consumers.

⊕ **Goal 2:** Continue to build awareness of the ADRC and core services among consumers and providers through networking and distribution of ADRC marketing materials.

⊕ **Method:** Specific speaking engagement opportunities *may* include:

Community Centers	Provider Locations	<ul style="list-style-type: none"> - Emergency Rooms - Medical Clinics - Primary Care Offices
First Responders	Retirement Communities	
Gerontology Groups	San Diego County Departments	
Newsletters for Older Adults & Persons with Disabilities	San Diego County Medical Society	
Older Adult & Disability Forums & Organizations	Senior Centers & Rehab Centers	
Professional & Service Organizations	Veterans Services	

San Diego County’s ADRC has made tremendous progress toward establishing a strong digital footprint in the area of cyberspace with the implementation of its virtual arm, the Network of Care website. Acknowledging the digital revolution, the use of social media to reach clients, particularly their families, has tremendous potential for promoting available services. San Diego County’s ADRC will enhance the promotion of the ADRC’s Network of Care website as a communications approach to increase its utilization.

⊕ **Goal 3:** Increase awareness and utilization of Network of Care (NOC) website.

⊕ **Method:** ADRC core partners will integrate promotional information about the Network of Care into traditional print media and in person presentation efforts.



Metrics for Evaluation

San Diego County's ADRC core partners have mechanisms in place that track their respective organization's outreach efforts which can be easily modified to include the efforts of ADRC's formal and informal extended partners. In addition, the ADRC has worked with Trilogy Integrated Resources, Inc. to highly customize the NOC website. Website information is regularly updated by Trilogy and the online database of local services and resources receives 'dynamic' updates through AIS' contract with 2-1-1 San Diego. The NOC is also able to track the number of visits to the site, including if certain information is viewed more often than others. Finally, AIS' Call Center monitors the number of English and Spanish calls requesting I&R/A, case management, In-Home Supportive Services (IHSS) as well as Adult Protective Services (APS) and submits quarterly reports to the ADRC Advisory Committee providing tangible insight into the level of utilization of ADRC services.

- ⊕ **Goal 4:** By January 31, 2014 generate a semi-annual snapshot report summarizing ADRC outreach presentations, website activity and community and professional engagements.
- ⊕ **Method:** ADRC core partners will develop a simple tracking mechanism to capture all promotional elements of the marketing plan.
 - ▣ Summary count of presentations, audience description and presenter entity
 - ▣ Network of Care vitals
 - ▣ Summary count of promotional materials distributed
 - ▣ Compare Call Center quarterly reports to outreach snapshot

References

¹ United States Census Bureau Quick Facts by State and County viewable at <http://quickfacts.census.gov/qfd/states/06/06073.html>
Sourced on December 27, 2013

² AREA PLAN 2012-2016 – PSA 23 Aging & Independence Services: PSA #23 Submitted by County of San Diego to California Department of Aging – July 2012



San Diego County's Aging and Disability Resource Connection (ADRC) is a shared, core partnership between the County of San Diego's Aging & Independence Services (AIS), the County's Area Agency on Aging (AAA), and Access to Independence, the local Independent Living Center (ILC). The Network of Care (NOC) website, the virtual component of San Diego County's ADRC, is in partnership with Trilogy Integrated Resources, Inc.

San Diego County's ADRC supports *Live Well San Diego* an innovative initiative of the County of San Diego to be healthy, safe and thriving.

