

State Operational Plan (Example)

State/Territory/District	Minnebraska (a fictional state)
APS Contact Information	Jane Jones (XXXX)

Grants and Timeline

Add funding amounts for each grant listed. List includes future anticipated grants and projected funding amounts. For years 2025-2027, use the projected 2024 award amount as anticipated funding. **Note:** If you anticipate APRA funds are going to be spent by September 30, 2024, please record N/A in the amount section.

Award	Amount
American Rescue Plan Act (ARPA) of 2021: Grants to Enhance Adult Protective Services	August 2021 – September 2024 (Extension) \$4,256,786.00
Elder Justice Act (EJA) Grants – 2023 Grant	April 2023 – March 2024 \$265,425.00
Elder Justice Act (EJA) Grants – 2024 Grant	April 2024 – March 2025 \$265,425.00
Elder Justice Act (EJA) Grants – 2025 Grant	April 2025 – March 2026 \$265,425.00
Elder Justice Act (EJA) Grants – 2026 Grant	April 2026 – March 2027 \$265,425.00
Elder Justice Act (EJA) Grants – 2027 Grant	April 2027 – March 2028 \$265,425.00

1) Vision 2028

The vision clarifies what your Elder Justice Act funding aspires to become and achieve. It is designed to inspire by providing a picture of where the program is heading through 2028.

Note: States may use prior operational plan vision statements, if applicable.

Vision:

We envision a State of Minnebraska where older adults and adults with disabilities can live safe and independent lives, free from all forms of abuse, neglect, self-neglect and exploitation. The Minnebraska Adult Protective Services Division will reliably act in a timely manner to protect vulnerable adults from abuse, neglect, self-neglect and financial and other forms of exploitation by investigating and providing temporary assistance until risk is minimized and necessary services are secured and will work closely with adults and a wide variety of allied professionals to maximize safety and independence and provide a range of services to those they serve.

Additionally, the Minnebraska Adult Protective Services Division envisions meeting or exceeding all requirements of the Administration for Community Living final rule to establish the first federal regulations for adult protective services (APS) programs by 2028

2) Mission Statement

Mission and values statements can be an effective tool to educate the public, including state and local government officials, state government agencies, provider agencies, and service recipients as to what APS is and how it does business.

Mission statements answer four key questions about your APS program:

- Who do we serve?
- What needs do they have that we can fulfil?
- How do we meet those needs? How do we make the clients' lives better?
- Does it link directly to the vision statement?

Note: States may use prior operational plan mission statements if applicable.

Minnebraska APS provides services to allow individuals to live with the highest possible levels of independence and autonomy and to works to promote the independence and enhance the dignity of Minnebraskas older adults, persons with disabilities and their families through a community-based system of opportunities, services, benefits, and protections . The APS system in Minnebraska protects vulnerable adults by investigating jurisdictional allegations of abuse and providing appropriate protective services.

The mission of Minnebraska’s Adult Protective Services program is to prevent, remedy, or eliminate the effects of abuse, neglect, self-neglect, and financial or other exploitation of an adult 60 years of age or older and Adults with Disabilities, living within the community. Minnebraska APS promotes the independence, empowerment, and well-being of older adults, and their caregivers through the Protective Services program.

3) Guiding Principles / Core Values

Guiding principles or core values guide internal processes and client interactions for your APS program.

Note: States may use prior operational plan guiding principles/core values if applicable.

We believe that every action taken by Adult Protective Services must balance the duty to protect the safety of the vulnerable adult with the adult’s right to self-determination and that older adults and persons with disabilities who are victims of mistreatment should be treated with honesty, caring, and respect.

We believe in the principles that

- Adults have the right to be safe.
- Adults retain all their civil and constitutional rights, e.g., the right to live their lives as they wish, manage their own finances, enter into contracts, marry, etc. unless a court adjudicates otherwise.
- Adults have the right to make decisions that do not conform with societal norms as long as these decisions do not harm others.
- Adults have the right to accept or refuse services.

We believe that it is our responsibility to

- Recognize that the interests of the adult are the first concern of any intervention.
- Avoid imposing personal values on others.
- Seek informed consent from the adult before providing services.
- Respect the adult’s right to keep personal information confidential.
- Recognize individual differences such as cultural, historical and personal values.
- Honor the right of adults to receive information about their choices and options in a form or manner that they can understand.

- To the best of one's ability, involve the adult as much as possible in developing the service plan.
- Focus on case planning that maximizes the vulnerable adult's independence and choice to the extent possible based on the adult's capacity.
- Use the least restrictive services first whenever possible—community-based services rather than institutionally-based services.
- Use family and informal support systems first as long as this is in the best interest of the adult.
- Maintain clear and appropriate professional boundaries.
- In the absence of an adult's expressed wishes, support casework actions that are in the adult's best interest.
- Use substituted judgment in case planning when historical knowledge of the adult's values is available.
- Do no harm. Inadequate or inappropriate intervention may be worse than no intervention.

4) Environmental Scan

An environmental scan is a description of your environment and is intended to be completed annually. It could be in narrative form or summarized in a chart that looks at your program's strengths and weaknesses as well as the threats and opportunities created by factors in the external environment that you do not control.

Tell us what is going on in your operating environment that caused you to choose the targeted improvements. Provide context and justification for each improvement.

SWOT is an acronym for strengths, weaknesses, opportunities, and threats. A SWOT analysis is a tool to assess the environment your organization operates in and can be helpful in performing your environmental scan. It looks at forces both inside and outside of your organization, some of which are within your control and some of which are not.

Performing a SWOT analysis can help you challenge assumptions and identify potentially dangerous blind spots about your organization's capabilities. The SWOT process is most effective when done collaboratively with many partners and stakeholders.

A SWOT template is provided below.

For more information, see [Environmental Scan Toolkit](#) in Huddle.

For an example of SWOT use in other government agencies, see "[Conducting a SWOT Analysis for Evaluation Planning](#)" on the Centers for Disease Control and Prevention's website.

Annual SWOT

<p>Internal</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Proud to work for APS • APS staff work together well • APS is Visible to stakeholders • Client Focused • Passionate, Dedicated and Resilient Staff • APS Policy 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Salaries not competitive • Turnover affects quality of my work • Lack of Quality Assurance activities • Lack of support for complex cases • APS Policy • Not currently compliant with new report intake requirements
	<p>External</p>	<p>Opportunities</p> <ul style="list-style-type: none"> • Grow program awareness to serve increasingly aging population • Explore new practices based on lessons learned • Enhance communication between APS leadership and field • Address new training needs

Additional Information

EXAMPLE: SWOT

Based on the Environmental Scan, three Targeted Improvement Projects were chosen to be funded with EJA Annual Allocations because they are critical to coming into compliance with the recently released Administration for Community Living final rule to establish the first federal regulations for adult protective services (APS) programs:

1. **Not currently compliant with new report intake requirements** for 24/7 availability including at least one online method.
2. **Declining level of coordination and collaboration with Law Enforcement** in recent years and will be working to improve APS relationship with law enforcement to improve client outcomes and stakeholder partnerships.
3. **Lack of Quality Assurance activities** and documentation.

5) Goals for Program Improvement

These are goals to be met to move your APS program from current practices to your vision.

Now that you have new funds targeted for your work with APS, what can be enhanced or improved in your current program? Activities must be consistent with the purposes of the Elder Justice Act funding opportunity, see examples provided in the Federal Register notice. It is recommended these goals become SMART goals (specific, measurable, achievable, relevant, and timely).

Using the results of your environmental scan, identify key issues that need to be addressed during this planning cycle.

These are goals to move your APS program from current practices to your vision #1.

High level Goals of Adult Protective Services Program

- Make any needed changes to become compliant with Final Rule by 2028, particularly in Quality Assurance and Report Intake.
- Ongoing outreach program to partner agencies to improve collaboration and coordination to meet client needs more quickly and efficiently and look to establish Multidisciplinary Teams where appropriate in 2024.
- Grow program awareness to serve an increasingly aging population through media campaign in 2025.
- Advocate for more competitive wages to reduce turnover and establish wage equity with similar jobs (such as Child Protective Services) by 2028.
- Develop better skills to address complex financial fraud or find appropriate partners over next two years.

6) Targeted Improvement Projects

Using the results of your environmental scan, describe the targeted improvements and enhancements needed for this planning cycle.

Your improvements should be concrete, measurable, and complete.

- **Why** is this improvement needed?
- What **purpose** or **need** will it fill?
- What **resources** will be used?
- What **activities** will it entail?
- What are the direct **outputs** of the activities? What are the intended **results** and how will clients benefit?

See example on next page.

Targeted Improvement Project Details are Listed in Logic Model Table Below.

EXAMPLE: Summarize Details of Your Targeted Improvement Projects Using the Logic Model Format Structure for Brevity and Clarity

Purpose/Need to be filled by EJA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
<p>Based on the environmental scan, what needs of your APS Program will be served by the EJA funds?</p> <p>Should be a clear “connection” with the Environmental Scan items, the Federal Rule and the APS Logic Model.</p>	<p>People, financial, organizational, or community Resources directed toward doing the activity.</p>	<p>Improvement Projects</p> <p>Identify the “What” for each targeted improvement, with enough context and information to explain.</p>	<p>Direct products of Program activities. May include types, levels, and targets of services to be delivered by the program.</p> <p>Examples include, number of people served, number of events held, and number of units of Service provided.</p>	<p>Specific changes in behavior, knowledge, skills, status, or level of functioning in 1 year.</p> <p>Internal Benefits.</p>	<p>Specific changes in behavior, knowledge, skills, status, or level of functioning.</p> <p>Long-Term outcomes should be achievable within the 2-to-5-year timeframe of grants. (2028)</p> <p>Benefits to your Clients.</p>

Three Example Projects based on the SWOT Done in Step 4 Above

Purpose/Need to be filled by EJA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
Need method to intake reports 24/7 by online method <i>Maps to Logic Model – Intake, obtain information from reporter</i>	\$50,000 for consulting project to identify, recommend and implement online 24/7 reporting capability.	Example Project 1 Hire 3rd party expert to research and recommend most cost-efficient online reporting method	Report and recommendation on online reporting systems	24/7 online intake reporting system in place by spring 2025	Reporters able to submit online reports conveniently and get timely response
Relationships with Law Enforcement have Deteriorated and must improve <i>Map to Logic Model – Investigate and Post Investigation Services</i>	Staff time and outreach	Example Project 2 Establish MDT to address relations between APS and Law Enforcement	Recommendations for improving relationship and communication between APS and Law Enforcement	Improved relationship, coordination and collaboration with law enforcement	Clients safer due to effects of well-coordinated APS and Law Enforcement collaboration
Lack of Quality Assurance activities and documentation. <i>Map to Logic Model – Quality Assurance – Document Investigations/Service, Conduct QA Process</i>	\$75k initial funding required to work with university on training in Quality Assurance	Example Project 3 Work with local university to establish QA Best Practices and implement more robust Quality Assurance process	QA program in place and x# of cases documented in timely manner	Quality Assurance program in place by July 2025	Clients kept safe and no one falls through the cracks due to poor documentation or follow up