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# Outagamie County Plan on Aging



## FY 2025–2027

**2025-2027 Outagamie County Plan on Aging completed by Outagamie County Aging and Nutrition Program Supervisor, Kali R. Kiehl.**

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## Executive Summary

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The County Plan on Aging is a three-year plan developed to help structure priorities for services funded by Title III, Older Americans Act (OAA) Dollars; create a timeline for goal development & accomplishments; create a comprehensive roadmap for older adult service implementation; improve the overall well-being of older individuals and reflect the community needs. Title III services are available to persons aged 60 years and older, plus family caregivers; however, prioritized to serve those who are in greatest economic or social need with particular interest for those low income, minority, limited English proficiency, rural residents and older adults with disabilities.

The goals and objectives provided in the County Plan on Aging document tangible outcomes of reform efforts; translate activities and data into proven practices; provide a blueprint for coordination and advocacy activities, and build capacity for long-term care efforts in the County.

The Administration for Community Living (ACL) was created around the fundamental principle that older adults and people of all ages with disabilities should be able to choose where they live, work and congregate, and have the ability to participate and contribute within their communities. ACL is the federal agency responsible for administering the Title III, Older Americans Act Funding. ACL sets the standards for the County Aging Unit policies and regulations.

The County Plan on Aging is a requirement of the Bureau of Aging and Disability Resources (BADR) and mandated by Federal Law. BADR works closely with the Aging Network which includes GWAAR. The Greater Wisconsin Agency on Aging Resources (GWAAR) assists with distributing program requirements set by the State and Federal government, and they are able to provide technical assistance and training related to Title III, OAA, policy and regulations.

The Outagamie County Aging Unit is within the Aging and Long Term Support Division in Outagamie County Health and Human Services Department, integrated with the Aging and Disability Resource Center (ADRC). The Aging Unit collaborates with the ADRC by sharing numerous goals, staff trainings, initiatives and advocacy efforts, serving Outagamie County older individuals and family caregivers. The ADRC mission is to offer adults, families, professionals and the community a no cost, single point of contact for unbiased information; assistance/referral; options, benefit and long term care enrollment counseling; short term case management; Older Americans Act Services; plus, health promotion programs.

The Outagamie County Aging Unit is the policy planning and community organizing agency for aging activities and services. The Aging Units Mission is to ensure that all older individuals, regardless of income, have access to information, services and opportunities available through the County Aging Unit; having the opportunity to

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contribute to the cost of services. The services and resources of the County Aging Unit are designed to reach those in greatest social and economic need.

The Aging Unit focuses on meeting the needs and empowering older adults and their family caregivers in a sensitive and intentional way, looking at the best societal and systematic changes for older adults in Outagamie County. The Aging Unit is planning with you; not for you. Ensuring that the services are appropriate to the aging community and fit with the needs recognized during the planning process.

The long path vision of the Aging Unit is to provide the best resources, support systems, education and services possible, utilizing teamwork and community collaboration with organizations in Outagamie County. Where opportunity allows, the Aging Unit will work to serve greater numbers of older adults and family caregivers and expand current services. It is the Aging Units intent to look for the gaps in services and find ways to implement programs that meet the needs and satisfy the gaps. The Aging Unit continues to see an annual funding allocation to support the needs of older adults in Outagamie County. However, that amount of annual funding does not increase based off of the changes in years of inflation, or consider that more and more adults are desiring to stay in their own homes longer. Community based services for older adults are important if they desire to stay in their home as they age and as their personal care needs increase. Advocacy efforts will continue as additional supports are needed to serve our growing aging population in Outagamie County.

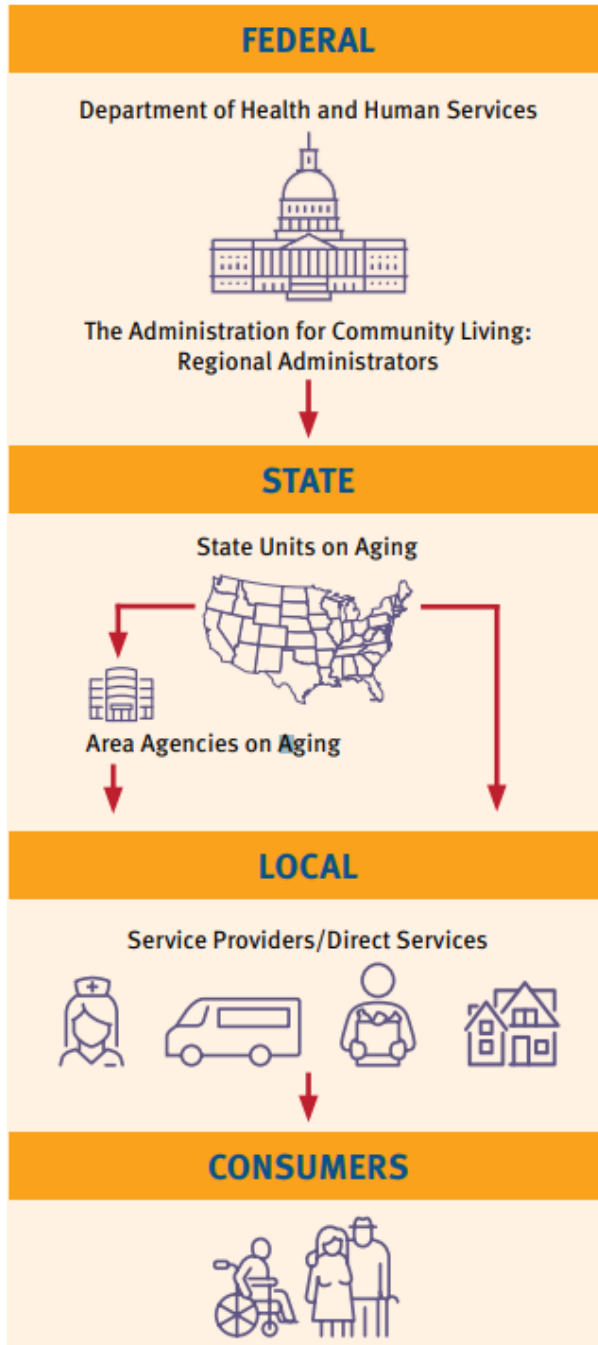
The Aging Unit collects community input from the aging population and their family caregivers in Outagamie County to create a three-year County Plan on Aging. There are several methods of collecting community input, used to gather community comments, feedback and suggestions for aging plan goals. An Aging Unit Survey, both electronic and paper form is provided to the aging community. A virtual Community Conversations event was held to collect community input. The County Plan on Aging outlines goals to be achieved for the next three years. In order to achieve our goals we need the support from Outagamie County staff, our community, organizations & providers, as well as Older Americans Act funding.

The Aging Unit has several State and Federal rules that govern the admiration of our programs. The Administration for Community Living (ACL) is the federal agency that regulates and administers the Older Americans Act (OAA). OAA funding is the county's leading vehicle for delivering services and support to older people. ACL is the primary federal agency responsible for administering the OAA programs and authorizes grants to AAAs to act as advocates on behalf of older persons and to coordinate services. The Greater Wisconsin Agency on Aging Resources is considered an AAA. GWAAR is a nonprofit agency committed to supporting the successful delivery of aging programs and services in 70 counties and 11 tribes in Wisconsin.

The Mission and Vision of ACL is to maximize the independence, well-being, and health of older adults, people with disabilities across the lifespan, and their families and

caregivers. Similar to the Aging Unit principal, ACL states, “All people, regardless of age or disability, should be able to live independently and participate fully in their communities. Every person should have the right to make choices and to control the decisions in and about their lives. This right to self-determination includes decisions about their homes and work, as well as all the other daily choices most adults make without a second thought.”

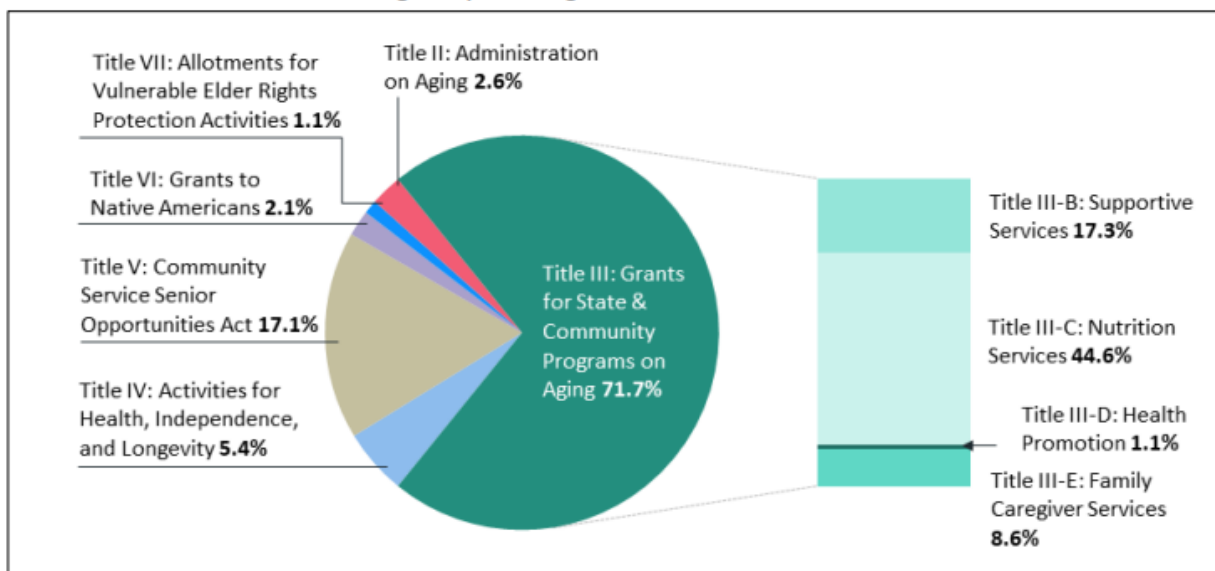
The figure below is found from Administration of Community Living, Overview of Older Americans Act Title III, VI and VII Programs.



The Older Americans Act (OAA) was the first federal-level initiative aimed at comprehensively addressing the need for community social services for older people. The OAA supports home and community based services including congregate and home delivered meals, health and wellness programs, family caregiver supports and supportive services in the home. OAA statutory language contains seven titles. The Outagamie County Aging Unit develops services and supports under Title III. Reference figure 2. Older Americans Act, FY2024 Funding (Colello, K, 2024).

**Figure 2. Older Americans Act, FY2024 Funding**

Funding as a percentage of OAA total, \$2.372 billion



Title III provides four categories of services: B, C, D and E.

#### Title III-B: Supportive Services

Supportive Services are intended to help older adults remain independent in their own homes and communities. The services provided under Title III-B can be flexible, and allow agencies to develop programming that reflects the need of the older adult population in Outagamie County. There are about 25 authorized services that local agencies can fund through Title III-B. Examples may include: access supports, transportation, case management, legal assistance, shopping and errands, chore, etc.

#### Title III-C: Nutrition Services

Nutrition Services help to support nutritional needs for older individuals and includes: Congregate Nutrition Program and the Home Delivered Nutrition Program. The purpose of the Nutrition Program is to reduce hunger, food insecurity and malnutrition; promote health and well-being of the older adult; promote socialization; and delay onset of adverse health conditions resulting from poor nutritional health or sedentary lifestyles.

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**Congregate Meals:** Meals provided to an eligible individual in a group setting, to promote fellowship and socialization opportunities, nutrition education and activities. It is a link to the Aging & Disability Resource Center and other resources used to support the well-being and independence of older adults.

**Home Delivered Meals:** Meals provided to eligible individuals and consumed in the participants place of residence. Meals may be provided through home delivery or carry out/pick up meal option. Home Delivered Meals are considered more than a meal as they provide wellness checks and other resources to support the older adult participant.

#### Title III-D: Evidence Based Disease Prevention and Health Promotion Services

Prevention and Health Promotion Services included health screenings and assessments; organized physical fitness activities; evidence-based health promotion programs; medication management; home injury control services; and other information, education and prevention strategies for chronic diseases and threatening health conditions. Health promotion classes offered in Outagamie County may include: Mind over Matter; Stepping On; Stand Up for your Health; Healthy Living with Chronic Pain; Healthy Living with Diabetes; Walk with Ease; Strong Bodies; Tai Chi and Bingcize.

#### Title III-E: National Family Caregiver Support Program (NFCSP)

The National Family Caregiver Support Program (NFCSP) provides resources and services for Family Caregivers in Outagamie County. Funded services may include: conferences, presentations, newsletters, case management, support groups and counseling, emergency response systems, assistive devices, respite care including in home or facility based, etc. Eligible family caregivers included those: caring for an individual age 60 or older; caring for a person of any age diagnosed with dementia; grandparents or older relatives age 55 or older caring for children (younger than 18 y/o); and relative caregivers age 55 or older providing care for adults with a disability who are between 18-59 years old.

Each Title III, OAA, service area is providing valuable and critical services in our community. The Outagamie County Aging Unit sets goals and objectives for each service area looking for ways to best support the community, ensuring we are not duplicating services and serving those in greatest need.

## **Context**

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Aging, the inevitable human phenomenon that effects every single one of us. Aging is a natural process in our lives, and it is important to understand the ways aging will have an impact on us, our families and the community. This includes understanding community services for older adults and knowing your options for the future. How will you plan for the future, knowing that down the road you might need support that helps you “age in place”? Aging in place includes growing older at home and having the

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support needed to stay in the home. Universally, the majority of older adults want to stay in their own home as long as possible. If you desire this, it is important to plan ahead and know the resources before you need them. One step in the right direction would be connecting with your local Aging and Disability Resource Center and Aging Unit.

The backbone to developing the County Plan on Aging is community input. Community input is a critical component to developing plan goals and objectives to be achieved in the next three years. There are several ways community input gets collected including surveys, public hearings and community conversations. The Aging Unit will review aging trends in Outagamie County on a continuous basis, as trends and needs change year-to-year. Every three years community input is collected through an Aging Unit community survey, public hearing and community conversation event. Community input collection is offered online, through the mail and/or in person. The community input collected in 2024 shows the greatest needs of older adults and family caregivers in Outagamie County include: Transportation and alternative transportation options, social isolation & loneliness and affordable housing options. After reviewing public comment it was observed that transportation concerns often correlated with not being able to get out to social events, access food or groceries, and get to doctor appointments. Older adults are looking for reliable and low-cost services, safe and affordable housing options, and desire help with home repairs, upkeep, shoveling and lawn care to help them age in place. The 2025-2027 County Plan on Aging will foster current programs and support the expansion of others to combat and alleviate these areas of concern. The Aging Unit will focus on advocacy, education, community support, social connections, service enhancement and sustainment. Our aging communities may need a little extra help to continue thriving at home.

The Outagamie County Aging and Nutrition Program Supervisor acts as the full time Aging Director with guidance over Federal Older Americans Act Programing in Outagamie County. The Outagamie County Aging and Nutrition Program Supervisor manages and monitors the Elderly Nutrition Program, Evidence-Based Disease Prevention/Health Promotion Services, plus external contracted service providers under Supportive Services (Title III-B) and National Family Caregiver Support Programs (NFCSP/Title III-E). The Director is responsible for the development of the County Plan on Aging every three years, and is charged with collecting community input and feedback.

The Outagamie County Department of Health and Human Services Aging and Long Term Support (ALTS) Division Manager has oversight of the Aging Unit, Supportive Home Care Services, Children's Long Term Support, Specialized Transportation and the Aging and Disability Resource Center (ADRC). The ALTS Manager has guidance over the State Alzheimer's Family Caregiver Support Program (AFCSP). The Dementia Care Specialist helps with AFCSP coordination. Together, the ALTS Manager, Dementia Care Specialist and the Aging and Nutrition Program Supervisor work in collaboration to administer AFCSP and NFCSP funding in Outagamie County.

The Aging and Nutrition Supervisor, Aging and Disability Resource Center Supervisor, and Aging and Long Term Support Division Manager are accountable to the Outagamie County Executive; HHS County Board and Outagamie County Department of Health and Human Services Director. The ALTS Division has the Outagamie County ALTS Advisory Committee that represents and advocates for persons 60 years and older, persons who have a disability including adults and children, and family caregivers aiding residents in Outagamie County. The committee helps counsel and support the ALTS Division Staff and advice on the composition, implementation and admiration of the Outagamie County Plan on Aging.

The Aging Unit fully recognizes and foresees the steady increase of older adults that will seek in home and community based supports. The Aging Unit could be hindered by insufficient State and Federal Funds, economic instabilities, demographic trends and the availability of resources to support the growing need of services for older adults and family caregivers in Outagamie County.

### Demographics

Collected from the 2020 U.S Census, the total population in Outagamie County is 190,705. It is projected that in 2025 there will be 50,130 older adults age 60 years and older. Currently the population percentage of those 60 years and older in Outagamie County is 22.2%. A report from AARP Public Policy Institute states that OAA funding has been overshadowed by the population growth for those who are 60 years and older. Based on information from County Health Rankings and Roadmaps, the average life expectancy in Outagamie County stands at 79 years of age. OAA funding in fiscal year 2019 is just 22% above what it was in fiscal year 2001, yet the older adult population has grown by 63% since 2001 to 2019. Population projections provided by DHS, address the steady increase in our older adult population. By 2040, it is estimated that there will be 60,850 adults who are 60 years and older. From years 2010-2040 there will be an 11.6% increase in Outagamie County Residents age 60 years and older. Review the table below to see current numbers collected from the 2020 U.S Census data.

Age Group Estimates	Wisconsin	Outagamie County	
Total Population - All Ages, All Races	5,882,128	190,611	
60+	1,449,786	42,320	
65+	1,038,620	29,846	
75+	420,624	12,115	
85+	127,919	3,532	
% 60+	24.6%	22.2%	
% 65+	17.7%	15.7%	

% 75+	7.2%	6.4%	
% 85+	2.2%	1.9%	
Males age 65+	478,089	13,509	
Males as percent of 65+ population	46.0%	45.3%	
Females age 65+	560,531	16,337	
Females as percent of 65+ population	54.0%	54.7%	
Source: U.S. Bureau of the Census, American Community Survey, 2018-22 Five-year Estimates, Table B01001			

The Aging Unit addresses individuals in the greatest need with particular attention to those who are low-income, people of color, rural communities, limited English proficiency and those at risk for institutional care. The Aging Unit will review other factors identified and collected from the community. Another factor includes isolation and/or loneliness and living alone as an older adult. A top concern addressed by older adults in Outagamie County is social isolation and loneliness. Review the table below to find those age 65 and older living alone who may be at risk.

Ages 65 and Older, Living Alone	Wisconsin	Outagamie County	
Persons 65+	1,038,620	29,846	
Persons 65+ living alone	303,872	8,912	
Persons, % living alone	29.3%	29.9%	
Males age 65+	478,089	13,509	
Males age 65+ living alone	98,547	2,446	
Males, % living alone	20.6%	18.1%	
Females age 65+	560,531	16,337	
Females age 65+ living alone	205,325	6,466	
Females, % living alone	36.6%	39.6%	
Source: U.S. Bureau of the Census, American Community Survey, 2018-22 Five-year Estimates, Tables B01001 and B09020			

In Outagamie County it is reported that 29.9% of the population age 65 and older live alone. Social isolation may cause increase risk of adverse health outcomes including lack of exercise, poor nutrition, fall risk, hospitalizations and cognitive decline.

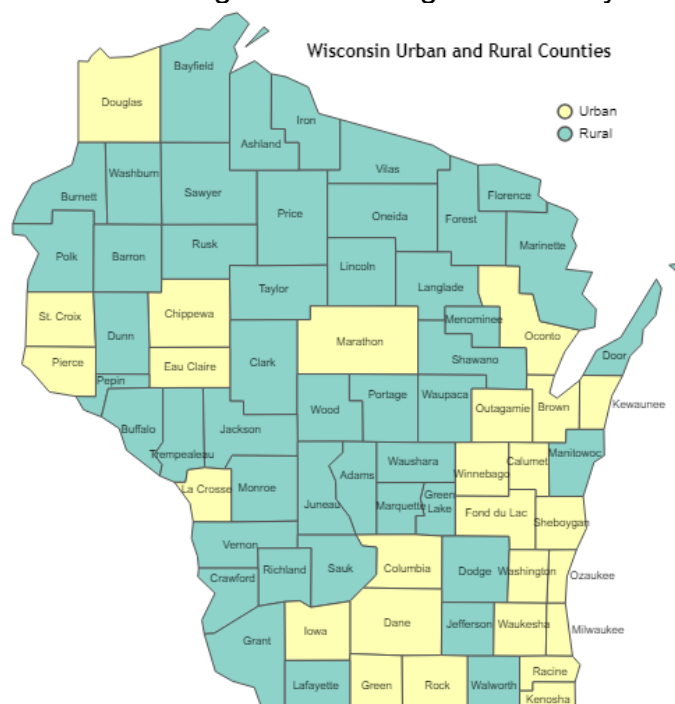
Referenced from The National Academies of Sciences/Engineering/Medicine from a book titled *Social Isolation and Loneliness in Older Adults*, a decrease in social connections, and a loss of in-person socialization may happen with the older adult population due to that group of people being more likely to face predisposing factors such as living alone, the loss of family or friends, chronic illness, physical disability and

sensory impairments. The period of feeling socially isolated or lonely could be periodic or chronic depending on the individual's life situations and circumstances. The quality of a relationship is found to be an important factor in the impact on overall health.

In Outagamie County there is a Dementia Care Specialist that can assist those who need support with Dementia care. The Aging Unit also has several Title III-E caregiving support programs that can support family caregivers who care for a loved one with Dementia. A projection from Wisconsin Department of Health Services, Office on Aging says that by 2040 there could be 6,750 individuals, 65 and older living with Dementia in the household. In 2020 Outagamie County had 3,223 residents living in the household diagnosed with Dementia. Review the table below to see current numbers collected from the 2020 U.S Census.

<b>Estimated Projection for Ages 65 and older with Dementia, living in their own home, 2010-2040</b>							
<b>County</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>	<b>2030</b>	<b>2035</b>	<b>2040</b>
<b>Outagamie Residents</b>	2,528	2,782	3,223	3,907	4,837	5,835	6,750

Outagamie County, as a whole, is considered an urban dominate community, but those who live in the smaller towns in the County recognize that there are outlying areas that don't have the same access to resources as some others do. The urbanized areas of Outagamie County include Appleton, Grand Chute, Little Chute, Kimberly, Kaukauna, Combined Locks and New London. Accessible housing and transportation resources are detrimental to our community, but there are several determinates that have an impact. People in Outagamie County pay a median gross rent cost of \$1,101 based off 2020 U.S census data. 5.1% of the County population pay less than \$500 a month in rent. It is estimated that there are 2,894 vacant housing units in Outagamie County.



The population of older adults has grown more diverse in many ways. Over the generations, our community increases with various racial, ethnic, religious and cultural groups. Minority groups, aged 65 and older are listed below on the *Population by Race and Ethnicity* chart. Defined from the WI State Legislature, a minority group member represents: African American, American Indian, Hispanic and Asian. The Aging Unit will identify best practices and determine the most equitable way to deliver services to other cultures in Outagamie County.

<b>Population by Race and Ethnicity, July 2022</b>	<b>Wisconsin</b>	<b>Outagamie County</b>
<b>Total - All Ages: Total Population</b>	<b>5,892,539</b>	<b>192,127</b>
65+ All Races and Hispanic Ethnicity	1,102,119	31,935
<i>% of Total Population that is 65+</i>	18.7%	16.6%
<i>% of 65+ that is All Races and Hispanic Ethnicity</i>	100.0%	100.0%
<b>Total - All Ages: White/Caucasian Alone, not Hispanic</b>	<b>4,720,083</b>	<b>165,322</b>
65+ White/Caucasian	1,020,599	30,391
<i>% of White/Caucasian pop that is 65+</i>	21.6%	18.4%
<i>% of 65+ that is White/Caucasian</i>	92.6%	95.2%
<b>Total - All Ages: Black/African American Alone, not Hispanic</b>	<b>369,629</b>	<b>3,129</b>
65+ Black/African American	34,099	120
<i>% of Black/African American pop that is 65+</i>	9.2%	3.8%
<i>% of 65+ that is Black/African American</i>	3.1%	0.4%
<b>Total - All Ages: Native American/Alaska Native Alone, not Hispanic</b>	<b>52,201</b>	<b>3,018</b>
65+ Native American/Alaska Native	6,568	397
<i>% of Native American/Alaska Native pop that is 65+</i>	12.6%	13.2%
<i>% of 65+ that is Native American/Alaska Native</i>	0.6%	1.2%
<b>Total - All Ages: Asian Alone, not Hispanic</b>	<b>187,007</b>	<b>7440</b>
65+ Asian	12,733	450
<i>% of Asian pop that is 65+</i>	6.8%	6.0%
<i>% of 65+ that is Asian</i>	1.2%	1.4%
<b>Total - All Ages: Hawaiian/Pacific Islander Alone, not Hispanic</b>	<b>2,407</b>	<b>130</b>
65+ Hawaiian/Pacific Islander	256	6
<i>% of Hawaiian/Pacific Islander pop that is 65+</i>	10.6%	4.6%
<i>% of 65+ that is Hawaiian/Pacific Islander</i>	0.0%	0.0%
<b>Total - All Ages: Two or More Races, not Hispanic</b>	<b>113,061</b>	<b>3,519</b>
65+ Two or More Races	4,980	145
<i>% of Two or More Races pop that is 65+</i>	4.4%	4.1%
<i>% of 65+ that is Two or More Races</i>	0.5%	0.5%
<b>Total - All Ages: Hispanic/Latino (may be any race)</b>	<b>448,151</b>	<b>9,569</b>
65+ with Ethnicity Hispanic/Latino	22,884	426
<i>% of Ethnicity Hispanic/Latino pop that is 65+</i>	5.1%	4.5%
<i>% of 65+ with Ethnicity Hispanic/Latino</i>	2.1%	1.3%
<i>Source: U.S. Bureau of the Census, Annual Population Estimates, July 2022 released Summer 2023</i>		

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## Community Survey

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A cornerstone of the Older Americans Act (OAA) is that older adults have full participation in the planning and operation of community-based services. People in the community must be afforded opportunities to be part of the planning, express their ideas and concerns about current supports and services, and state their needs for the future.

The Outagamie County Aging Unit is planning with you; not for you. Community input helps improve programs and services for the residents of Outagamie County. The Aging Unit is charged with representing the views, concerns and interest of older adults and family caregivers, making it possible for people to have as many selections and services as possible as they grow older. The first step in the development process was the distribution of the Aging Unit participant survey. The survey was offered in-person, by mail and online for accessibility and visibility. 169 participant responses were collected through the survey. State considerations for the County Plan are create a long-term vision when developing programs and services; enhance ongoing community engagement; maximize person centered services that allow consumer control and choice; address barriers to equity, plus gain knowledge and skills related to advocacy.

### Target Audience:

- Older Adults, 60 years & older, in Outagamie County
- Family Caregivers in Outagamie County
  - Caring for an individual age 60 or older
  - Caring for a person of any age diagnosed with dementia
  - Grandparents or older relatives age 55 or older caring for children (younger than 18 years)
  - Relative caregivers age 55 or older providing care for adults with a disability who are between 18-59 years old
- Focus on serving individuals in greatest social and economic need

### The Survey Outreach Techniques:

- Available on the Aging and Disability Resource Center (ADRC) Facebook page.
- Printed copies in the Aging and Disability Resource Center Lobby.
- Distributed at Community Events & Fairs held between February-July.
- WTAQ News requested a story discussing the Survey, <https://wtaq.com/2024/03/04/767126/>
- Distributed to Congregate & Home Delivered Meal Participants in Outagamie County.
- Distributed to Outagamie County Housing Authority; Food Pantry's; Transportation Providers; United Way Fox Cities; Thompson Center on Lourdes Senior Center; Outagamie Caregiver Coalition; ALTS Advisory Committee.

## Results:

The following were the top three challenges facing older adults in the community (response %):

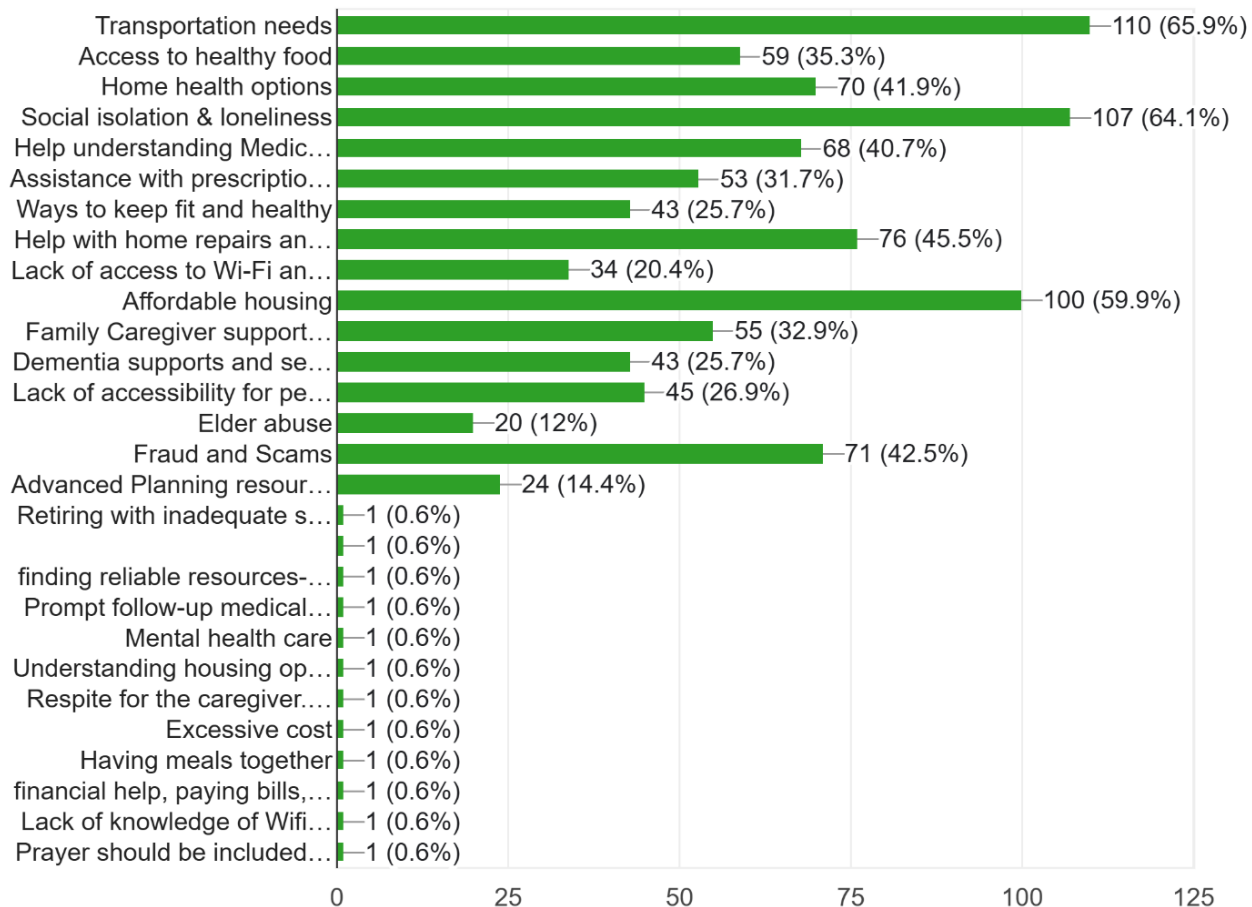
1. Transportation/Alternative transportation (66%)
2. Social Isolation & Loneliness (64.8%)
3. Affordable housing options (60.4%)

Transportation concerns often correlate with not being able to get out to social events, access food, get to the grocery store or get to medical appointments, etc. Older adults are looking for accessible, dependable and affordable transportation services. Many older adults are also looking for assistance with technology and wanting to learn how to order groceries online, pay bills and handle online finances, and/or learn about community events and activities going on around them. Older adults are looking for safe and affordable housing options; help with home repairs, upkeep, lawn care, snow removal and more. Review table 1 and 2 below to see the voiced needs and concerns.

**Table No 1.**

What do you think are the main challenges adult's midlife and beyond are facing in Outagamie County? Select all that apply.

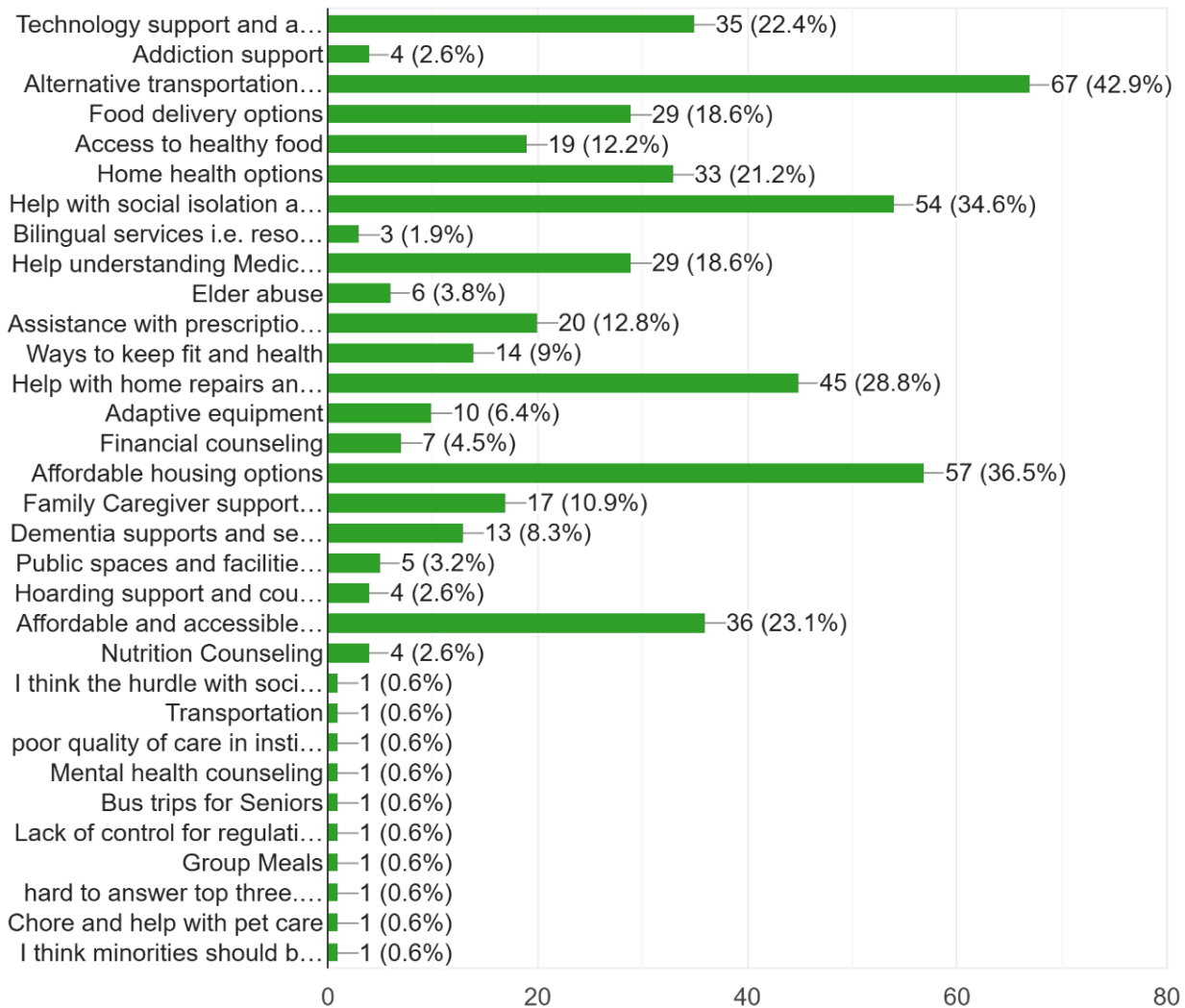
167 responses



**Table No 2.**

What do you think are the top three service areas that need improvement in order to help older adults in Outagamie County? Please check three or answer in other:

156 responses



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## Community Engagement Event

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The Aging Unit is charged with representing the views, concerns and interest of older adults and family caregivers, making it possible for people to have as many selections and services as possible as they grow older. The second step in the development process was holding a public Community Engagement Event. The event was held on a virtual platform, with a call in option. There were 13 members of the public that attended. The attendees included representation from community organizations that are stakeholders and who serve common demographics. Organizational representation provided a summary of identified needs for those they serve, generally speaking or advocating for multiple older adults and/or family caregivers.

The event was held to collect further community input for the County Plan on Aging 2025-2027. The event was held in the evening from 4-5 PM, and a flyer was created to promote the event and shared out to community partners and the older adults and caregivers they serve, congregate mealsite locations, home delivered meal participants, social media, mailings, HHS Division employees, area Senior Center's and more.

Any resource needs and community concerns were discussed along with current efforts working to alleviate or eliminate the issues. Recognizing the community efforts currently being made and streamlining so services may avoid duplication. Understanding the community and organizational limitations that exist. County staff continue to develop programs in light of financial limitations. We are creating goals that may enhance some of our current program efforts.

### Target Audience:

- Older Adults, 60 years & older, in Outagamie County
- Family Caregivers in Outagamie County
  - Caring for an individual age 60 or older
  - Caring for a person of any age diagnosed with dementia
  - Grandparents or older relatives age 55 or older caring for children (younger than 18 years)
  - Relative caregivers age 55 or older providing care for adults with a disability who are between 18-59 years old
- Focus on serving individuals in greatest social and economic need

### Takeaways:

**Transportation:** Our Public Transit in Outagamie is unable to cross county lines due to funding and current restrictions. Leaders in the transportation community are trying to help people look at transportation in a regional way so that the barrier of crossing County lines could be eliminated. Other barriers discussed: multiple small trips taking the consumer longer due to waiting for the bus or waiting for the connector; dementia or other types of mental or physical conditions; sitting in a shared ride with other strangers

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may be distressful; crossing county lines with public transportation is not supported; consumer affordability, asking for a reroute, etc.

Valley Transit will be modifying their service hours and it may have an effect on the aging population in the next 5-10 years. Limited funding is making it difficult to offer programs that once helped fill the gaps.

The Thompson Center on Lourdes is able to observe seniors helping seniors with transportation. Social connections are built and a helping hand may be provided.

Discussion on the growing aging populations and becoming visually impaired and the effect that will have on our public transit system.

LSS (Make the Ride Happen) is currently serving 4 counties. Make the Ride Happen will assist with transportation issues and help with transportation needs.

Trishaws are offered through LSS Cycling without Age Program. This may be a good way to bring socialization, fun and transportation all in one event.

**Social Isolation & Loneliness:** Ideas on ways to create a clearinghouse for connecting people and making social connections was discussed. The Thompson Center on Lourdes, Senior Center, is like a clearinghouse. They feel they have a lot of work they are already doing being a solution to the awareness. Information is provided and friendships are created, connections are made through different programming they have at the Thompson Center. This is a natural way people can connect with others with similar interests.

The ElderMatch Program run by St. Paul Elder Services, in partnership with Outagamie County Aging Unit, was discussed as a community resources for those older adults who would like to make new social connections. Fox Valley Memory Project programming was also discussed including the Memory Cafes that take place for older adults who have any kind of memory loss or impairment.

Long Cheng Senior Center services and needs were discussed. Programing for older adults is provided at Long Cheng including the Outagamie County meal program on Tuesdays, Senior Garden, Bingo and other activities. Traditional and cultural programs are held at Long Cheng. Older adults feel a sense of belonging in the facility.

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## Aging Funding Summary in Outagamie County

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Outagamie County Aging Unit values community partners and recognizes the Fox Valley as resource rich. There are many organizations who do great work supporting older adults and family caregivers. In Outagamie County we choose to collaborate with providers and avoid duplication of services. The Outagamie County Aging Unit has fostered and created various programs & services with providers in the County. Programs were developed based off community input and feedback collected during our Plan on Aging, three-year cycle.

In 2021, a top need identified through community engagement was help with home repairs and upkeep. In 2023, Outagamie County Aging Unit partnered with Rebuilding Together Fox Valley (RTFV) to create the *Safe and Healthy Housing Program* which offers home modifications and repairs to Outagamie County residents, 60 years and older, on a contribution basis. Service examples include: installation of Co2 alarms, fire extinguisher replacement, shower chairs, handheld showerhead, grab bars, smoke alarms, and minor repairs like running or leaking toilets, plumbing, burnt out lights, and locks on exterior doors. Since the program started, it has served 53 unduplicated individuals, at no cost to the participant. In 2024, help with home repairs and upkeep was no longer identified as a top community need.

The chart below shows the current services and resources provided under Title III-B and Title III-E categories.

<b>Title III-B, Supportive Services offered in 2025</b>
<b>Help for Hire-</b> Provides a “private hire” list of vetted service providers who offer in-home, discounted services to Outagamie County residents 60 years and older.
<b>ElderMatch-</b> Matches trained volunteers with isolated, homebound Outagamie County residents 60 years and older in need of social engagement and connectivity. A voluntary contribution is encouraged.
<b>Shopping and Errand Program-</b> Provide grocery shopping, food pantry and prescription delivery plus render personal errands to meet the need of homebound Outagamie County residents 60 years and older. Shopping and Errand service hours are defined upon need. A voluntary contribution is encouraged.
<b>Safe and Healthy Housing Program-</b> Provides critical home modifications and repairs to individuals in need. The focus is safety, making homes dry, clean, pest-free, accessible, contaminant-free, ventilated, maintained and thermally controlled. A complete list of home modifications and repairs are available. A voluntary contribution is encouraged.
<b>Nurse Advocate-</b> A registered nurse provides wellness education, health checks (blood pressure and weight), and medication management and assesses Outagamie County Housing Authority subsidized apartment tenants for medical conditions at: Randall Court - Appleton, Crescentview - Kimberly, Pinewood - Hortonville and Hillside - Seymour. The Nurse Advocate empowers tenants to lead a healthy and

independent lifestyle. Apartment tenants are referred to their physician for ill health symptoms and to the ADRC for community resources. A voluntary contribution is encouraged.
<b>Service Coordinator-</b> The Outagamie County Housing Authority provides a Service Coordinator to help residents with daily living tasks and to coordinate programs and services to assist residents in becoming self-sufficient. The Service Coordinator is trained as a social worker and is able to connect the residents in need to the appropriate resources and different housing and care if necessary. The Service Coordinator works with agencies and volunteers to help with personal finance or insurance issues. A voluntary contribution is encouraged.

<b>Title III-E, National Family Caregiver Support Program offered in 2025</b>
<b>RCI REACH Caregiver Counseling-</b> Provide in-home evidence based RCI REACH (Rosalynn Carter Institute for Caregiving Resources for Enhancing Alzheimer's Caregiver Health) caregiver counseling to Outagamie Family Caregivers on a voluntary contribution basis.
<b>Caregiver Support Group-</b> A caregiver support group offered to Outagamie County family caregivers at Mosaic Family Health on a voluntary contribution basis.
<b>Respite Care-</b> Provide temporary facility and community-based respite care to support eligible Outagamie County Family Caregivers on a voluntary contribution basis.
<b>In-Home Response Systems-</b> Provide in-home alert and motion sensor features for fall detection. The system offers an alert pendant or watch with timed Family Caregiver voice recognition reminder. Additional add on features may be available. Systems are provided on a voluntary contribution basis to Outagamie County Family Caregivers and their loved ones.
<b>Mindworks &amp; Caregiver Support Programing-</b> Funds are used to support and enhance Fox Valley Memory Project programming: Mindworks, Memory Cafes, Caregiver Support Group and other programming and activities provide to individuals with memory loss and their Family Caregiver. A voluntary contribution is encouraged.
<b>Outagamie Caregiver Coalition-</b> A coalition dedicated to the caregiver by providing needed support through comprehensive education and resources.

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## Partners and Resources

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The County Plan on Aging receives guidance and approval from the policy making body, HHS County Board and the advisory committee, Aging and Long Term Support Advisory Committee. The Aging Unit Director presents the County Plan on Aging guidelines and requirements, community input and draft goals set to be achieved in the next three years. Feedback on the plan strategies and goals are collected and approval is made by the committee. Outagamie County Aging Unit values and supports community organizations that provide important resources and services to older adults and family caregivers. The Aging Unit sees the importance in supporting service providers that are meeting community needs and concerns; avoiding duplication of services; maintaining services and focused on stability; providing long term supports and maintaining community awareness.

## Public Hearing

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<b>Date of Hearing: Monday, October 7<sup>th</sup>, 2024</b>	<b>County or Tribe: Outagamie</b>
<b>Location of Hearing: Virtual</b>	<b>Accessibility of Hearing:</b> ✓ Location was convenient, accessible & large enough ✓ Provisions were made for hearing/visual impairments ✓ Provisions were made for those who do not speak English ✓ Hearings were held in several locations (at least one in each county your agency serves) ✓ Hearing was not held with board/committee meetings
<b>Address of Hearing: Virtual</b>	
<b>Number of Attendees: 4</b>	
<b>Public Notice:</b> ✓ Official public notification began at least 2 weeks prior? Date: __09/18/24_____ ✓ <b>Notice must be posted</b> in a local/online newspaper, nutrition sites and senior centers plus at least one more avenue ✓ <b>*Print/online newspaper</b> : 09/18/24, utilized Constant Contact ✓ <b>*Nutrition sites</b> ✓ <b>*Senior centers</b> ✓ social media ✓ Sent to partner agencies/individuals  ✓ Notifications include	

- 
- ✓ Date
  - ✓ Time
  - ✓ Location
  - ✓ Subject of hearing
  - ✓ Location and hours that the plan is available for examination

Where appropriate, notice was made available in languages other than English

- ✓ A copy of the notice is included with this report

**Summary of Comments:**

Reviewed current supports and Title III service goals. Discussion on community partners and promotion efforts and collaboration ideas with the senior centers and library in Appleton.

**Changes made to your plan as a result of the input received:** No changes were made to the Aging Plan Goals after the Public Hearing.

# **VIRTUAL PUBLIC HEARING EVENT- AGING UNIT GOALS**

**Requesting public  
input on the draft  
*County Plan on Aging*  
for 2025-2027.**

**MONDAY, OCTOBER 7TH 2024  
4:00-5:30 PM**

**GIVE US A CALL!  
+1 312 626 6799**

**ENTER MEETING ID: 813 0912 8166  
(FOLLOWED BY #)**

**YOU MAY ATTEND ON YOUR ELECTRONIC  
DEVICE!**

**JOIN ZOOM MEETING  
[HTTPS://US02WEB.ZOOM.US/J/81309128  
166?](https://us02web.zoom.us/j/81309128166?pwd=6G3RVMTHCABSVHClABSIJOPRNUQURA.1)  
[PWD=6G3RVMTHCABSVHClABSIJOPRNUQ  
URA.1](#)**

This event is open to the  
public.

Your input is valued!  
Tell us how we can help you!

The *County Plan on Aging*  
delineates how State and  
Federal Older Americans Act  
Funding will be spent on  
Senior and Family  
Caregiving Services in  
Outagamie County.

## **CONTACT US**

**[adrc@outagamie.org](mailto:adrc@outagamie.org)**

**Phone: 920-832-5146**

**Hosted by: Kali Kiehl, Outagamie County HHS Aging &  
Nutrition Supervisor**



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## 2025-2027 Goals and Strategies

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### Title IIIC1 Nutrition Program Goal

#### Aging Network Value:

- Person Centered
- Equity

#### Goal Statement:

In order to increase participation by 25%, enhance choice and inclusivity, the program will expand the Voucher Program by offering another location in an underserved area of Outagamie County.

#### Plan/Strategy:

- Explore key community partners who can provide support & guidance
- Identify restaurant providers who would be willing to pilot the program
- Set meetings with providers to discuss operation, budget, eligibility, food safety and more
- Analyze the restaurants compliance with meeting State nutritional guidelines and safety regulations
- Discuss menu requirements and complete the nutrition analysis
- Complete the required GWAAR and DHS paperwork necessary for approval of the Voucher Program

### Title IIIC1 Nutrition Program Goal

#### Aging Network Value:

- Advocacy
- Person Centered
- Equity

#### Goal Statement:

Outagamie County Congregate Meal Program will have a 20% participation increase by growing awareness of service, as well as reducing stigma and/or barriers of the program.

#### Plan/Strategy:

- Create initiatives that promote socialization and fellowship at the dining sites
- Determine best advertising methods & work with organizations who have skills in marketing
- Create regular promotion efforts
- Outreach to organizations that serve the older adult and disabled populations
- Assess what communities are in highest need for senior dining with community conversation and surveys
- Work with the ALTS Advisory Committee on ways to gain more participation
- Add more activities at the mealsite locations with outside organization support

- Work with transportation providers to assist with transportation to mealsite locations
- Contact hospital social workers to assist with promotion
- Meet with the Appleton Library to discuss ways to promote
- Hold food demonstration or taste testing events at mealsite locations

#### **Title IIIB Supportive Services Goal**

##### **Aging Network Value:**

- Advocacy

##### **Goal Statement:**

The ElderMatch Program will collaborate with community legislators and area medical providers, serving and supporting seniors in the greatest social need, to promote the program and increase awareness in order to grow participation by 25%.

##### **Plan/Strategy:**

- ElderMatch programing will identify providers who are serving a high volume of older adults who are in greatest need of socialization and connectedness
- Work with local legislators to promote the availability of the ElderMatch Program in the community
- A variety of different advertising techniques will be used including Constant Contact and ADRC Distribution List
- Increase visibility by promoting online and with flyers
- Interviews from news and radio stations will be scheduled to promote
- Presentations to area medical providers to bring program awareness
- Increase awareness to older adults who may experience chronic conditions or mental health behaviors

#### **Title IIID Prevention Goal- Evidence Based Health Promotion**

##### **Aging Network Value:**

- Person Centered

##### **Goal Statement:**

Reduce health effects of social isolation and loneliness by identifying older adults most vulnerable, implementing evidence-based interventions and evaluating outcomes.

##### **Plan/Strategy:**

- Raise public awareness about the ill effects of social isolation and loneliness by holding presentations and writing article for newsletters and social media
- Implement evidence based programs such as Aging Mastery Program, Mind Over Matter, Strong Bodies and Tai Chi to improve meaningful connections between community members
- Provide access to meaningful and culturally relevant health promotion classes to our Hispanic and Hmong communities

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### **Title III E National Family Caregiver Goal**

#### **Aging Network Value:**

- **Equity**
- **Person Centered**

#### **Goal Statement:**

**Establish family caregiver groups and resources that accommodate the needs of minority populations in Outagamie County and increase the participant ethnic diversity by 10%.**

#### **Plan/Strategy:**

- **Identifying any like or current efforts**
- **Identifying community partners and resources**
- **Gather community input on best practices for group meetings including: location, time, amenities, accommodations, etc.**
- **Set meetings with organizations that provide support and meet needs for the identified population**
- **Review ways to support through education, counseling, respite, etc.**
- **Discuss best practices to serve caregivers of a different ethnic background or origin**
- **Identify the best outreach strategy for each population**
- **Serve caregivers who have the greatest economic or social need with particular attention to low income, minority and rural individuals**

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## Title III and Title VI Coordination

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The coordination of services between the County Aging Unit and Tribal Aging Unit are essential to maximize efforts toward equity within our aging programs. The Aging Unit highly values the relationship with the Tribal Aging Unit, and have an ongoing commitment for regular collaboration and outreach efforts. Collaboration continues to be successful. Most counties in Wisconsin have tribal members within their service area. Some counties have tribal lands within the county but are not considered reservation lands. It is required that each county will conduct outreach activities to inform tribal members of the supports and services available to them.

The Oneida Nations Reservation is located in both Brown and Outagamie County. A partnership between Outagamie County Aging and Long Term Support Division and Oneida Tribal Services, including Tribal Aging & Disability Resource Specialist, has been established over the years. These two divisions share common services, supports, missions and initiatives. Collaboration and having regular communication with the Tribal Aging Unit is important to keep the services and supports strong for older adults we serve. Members are invited to outreach events, trainings, committees and more. Tribal aging staff have a seat at the Outagamie County Specialized Transportation Planning and Policy Committee and the ALTS Advisory Committee meetings.

In Outagamie County we assign an Information and Assistance Specialist worker within the ALTS Division to be the designated contact person for the team and act as a liaison between the ADRC and Oneida ADRS (Aging and Disability Resource Specialist). In 2018, the Oneida Nation successfully transitioned from a long term care legacy waiver program to a managed long term care program with a tribal case management option (Family Care with Lakeland Care). The Oneida ADRS and the Outagamie County ADRC liaison maintain a collaborative partnership with a shared goal of empowering elderly/disabled members of the Oneida Nation/residents of Outagamie County to make informed choice regarding their long term care options. Regular consultation through this open line of communication continues.

Oneida tribal members, 60 years and older, plus family caregivers and spouse of an eligible participant is welcome to participate in the Nutrition Program on a contribution basis. The Outagamie County Aging and Nutrition Unit has established a working relationship with the Oneida Nations Elder Nutrition Program as we share news, updates and collaborate when able. The Plan on Aging from Oneida and Outagamie County gets shared to encourage team work and envisioning collaboration efforts for the future. The Outagamie County Nutrition Program menu is shared monthly with contacts from Oneida Elder Services. There has been collaboration between the two Nutrition Programs as we discuss how to best serve our aging and disabled community.

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The Outagamie County Aging and Long Term Support Division has held a presence at the Oneida Elder Senior Expo Events. Each year there are approximately 100 participants there to learn about the ADRC, Nutrition and Aging Programs.

### **Organization, Structure Aging unit integration and collaboration with the local aging and disability resource center**

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The Outagamie County Aging Unit is within the Aging and Long Term Support Division in Outagamie County Health and Human Services Department, integrated with the Aging and Disability Resource Center (ADRC). The Aging Unit collaborates with the ADRC by sharing numerous goals, staff trainings, initiatives and advocacy efforts, serving Outagamie County older individuals and family caregivers. The ADRC mission is to offer adults, families, professionals and the community a no cost, single point of contact for unbiased information; assistance/referral options; benefit and long term care enrollment counseling; short term case management; Older Americans Act Services; plus, health promotion programs.

### **Emergency preparedness**

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The ALTS Division holds an emergency plan for unforeseen disaster(s) or health and safety concerns of our community. Once an overview of the current emergency situation is reported from upper management, the division manager and supervisors contact line staff and provide information and instruction. Use of media releases and radio will be utilized and social media and website communication if access is not hindered. Depending on the emergency circumstance, staff will check on consumers identified in our data base who may be at risk.

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## Primary contact to respond to questions about the aging plan

Name: Kali R. Kiehl

Title: Outagamie County Aging and Nutrition Program Supervisor

County: Outagamie County

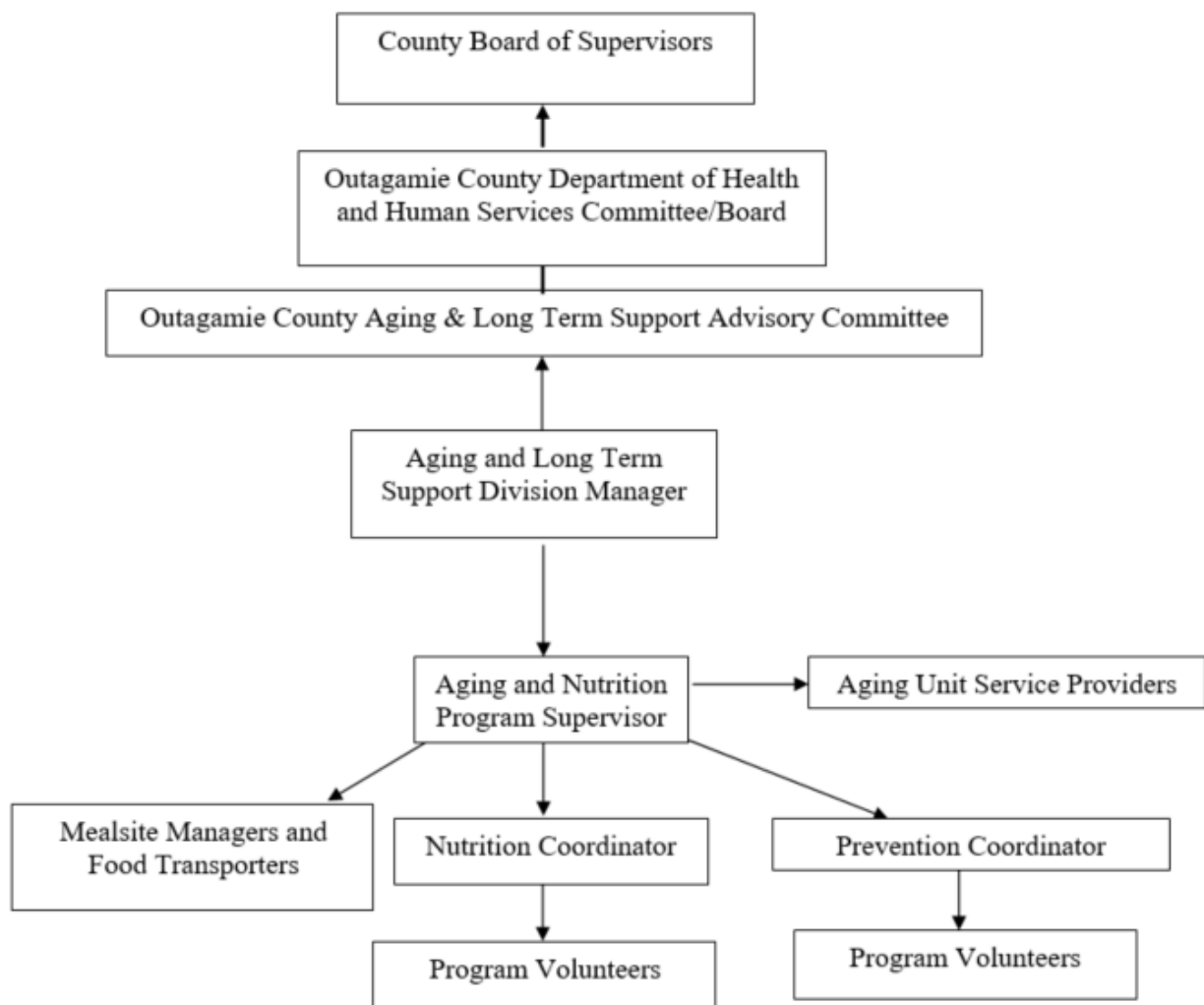
Organizational Name: Aging and Long Term Support Division (ALTS)/Aging Unit

Address: 320 S. Walnut Street

City: Appleton State: WI Zip Code: 54911

Email Address: [adrc@outagamie.org](mailto:adrc@outagamie.org) Contact: 920) 832-5178

### Organizational Chart of the Aging Unit



## Statutory requirements for the structure of the aging unit

<b>Organizational structure:</b> Choose the option that represents the organizational structure of the aging unit.	<b>Check one</b>
(1) An agency of county/tribal government with the primary purpose of administering programs for older individuals of the county/tribe.	<input type="checkbox"/>
(2) A unit, within a county/tribal department with the primary purpose of administering programs for older individuals of the county/tribe.	<input checked="" type="checkbox"/>
(3) A private, nonprofit corporation, as defined in s. 181.0103 (17).	<input type="checkbox"/>
<b>Composition of the policy-making body:</b> Choose the option that represents the composition of the policy-making body.	<b>Check one</b>
For an aging unit that is described in (1) or (2) above, organized as a committee of the county board of supervisors/tribal council, composed of supervisors and, advised by an advisory committee, appointed by the county board/tribal council. Older individuals shall constitute at least 50% of the membership of the advisory committee and individuals who are elected to any office may not constitute 50% or more of the membership of the advisory committee.	<input checked="" type="checkbox"/>
For an aging unit that is described in (1) or (2) above, composed of individuals of recognized ability and demonstrated interest in services for older individuals. Older individuals shall constitute at least 50% of the membership of this commission and individuals who are elected to any office may not constitute 50% or more of the membership of this commission.	<input type="checkbox"/>
For an aging unit that is described in (3) above, the board of directors of the private, nonprofit corporation. Older individuals shall constitute at least 50% of the membership of this commission and individuals who are elected to any office may not constitute 50% or more of the membership of this commission.	<input type="checkbox"/>
<b>Full-time aging director:</b> The law requires that the aging unit have a full-time aging director.	<b>Check one</b>
The aging unit has a full-time aging director as required by law.	<input checked="" type="checkbox"/>
The aging unit does not have a full-time aging director as required by law.	<input type="checkbox"/>

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## Policy-making body

The policy-making body, also called the commission on aging, must approve the aging unit's aging plan. Evidence of review and approval of the draft and final version of the aging plan must be included as part of the plan. Attach evidence of this required involvement as an appendix to the aging plan. This may include descriptions of events, activities, or notes from meetings that provide evidence of involvement.

List the official name of the policy-making body and chairperson in this section of the aging plan.

Official name of the policy-making body: HHS County Board Members

Chairperson of the policy-making body: Jeffrey McCabe

CHAIR – Board & Committee County Supervisor	Jeffrey McCabe Elected Official Age 60+	<u>Term Exp.</u> 12/31/26
VICE CHAIR – Board & Committee County Supervisor	Justin Krueger Elected Official	12/31/26
SECRETARY – Board & Committee County Supervisor	Dustin Koury Elected Official	12/31/26
Board & Committee County Supervisor	Cathy Thompson Elected Official Age 60+	12/31/26
Board & Committee County Supervisor	Kelly Schroeder Elected Official	12/31/26
Board member	Laura McCormick	12/31/24
Board member	Thomas Schelble, MD	12/31/24
Board member	Marian Moberg	12/31/26

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## Advisory Committee

List the official name of the advisory committee and chairperson in this section of the aging plan.

Official name of the advisory committee: ALTS Advisory Committee

Chairpersons of the advisory committee: Jennifer Edmondson & Janis Ruffolo

Co-Chair	Jennifer Lee Edmondson Age 60+	<u>Term Exp.</u> 1/1/28
Co-Chair	Janis Ruffolo Age 60+	6/1/26
Appointed my HHS Board	Cathy Thompson Elected Official Age 60+	4/1/26
Committee member	Jackie Gonzales	8/1/25
Committee member	Carole Liggins Oneida Nations Representative	Standing
Committee member	Lisa Smith Age 60+	8/1/26
Committee member	Chip Wood	1/1/28
Committee member	Barbara Kelly Age 60+	1/1/29
Committee member	Lee Snodgrass Elected Official	1/1/29
Committee member	Nicole Brletic	4/1/30
Committee member	Harriet Redman Age 60+	4/1/30

## Budget Summary

	Title III Federal Contract Expenses	Other Federal Contract Expenses	Cash Match Expenses	Other Federal Expenses	Other State Expenses	Other Local Expenses	Program Income Expenses	Total Cash Expenses	In-Kind Match Allocations	Grand Total
Supportive Services	\$ 131,962.00	\$ -	\$ -	\$ -	\$ -	\$ 42,689.00	\$ -	\$ 174,651.00	\$ 58,218.00	\$ 232,869.00
Congregate Nutrition Services	\$ 244,326.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,367.00	\$ 259,693.00	\$ 190,289.00	\$ 449,982.00
Home Delivered Nutrition Services	\$ 253,123.00	\$ 23,086.00	\$ -	\$ -	\$ 10,634.00	\$ 320,020.00	\$ 112,984.00	\$ 719,847.00	\$ 75,669.00	\$ 795,516.00
Health Promotion Services	\$ 10,487.00	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -	\$ 11,487.00	\$ 1,166.00	\$ 12,653.00
Caregiver Services - 60+	\$ 69,987.00	\$ -	\$ -	\$ -	\$ -	\$ 41,699.00	\$ -	\$ 111,686.00	\$ 37,229.00	\$ 148,915.00
Caregiver Services - Underage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Legal Services (EBS)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Alzheimer's	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Elder Abuse	\$ -	\$ -	\$ -	\$ -	\$ 47,956.00	\$ -	\$ -	\$ 47,956.00	\$ -	\$ 47,956.00
<b>Grand Total</b>	<b>\$ 709,885.00</b>	<b>\$ 23,086.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 58,590.00</b>	<b>\$ 405,408.00</b>	<b>\$ 128,351.00</b>	<b>\$ 1,325,320.00</b>	<b>\$ 362,571.00</b>	<b>\$ 1,687,891.00</b>

## Assurances of Compliance with Federal and State Laws and Regulations

A signed copy of this statement must accompany the plan. The plan must be signed by the person with the designated authority to enter into a legally binding contract. Most often this is the county board chairperson. The assurances agreed to by this signature page must accompany the plan when submitted to the area agency on aging.

The assurances need not be included with copies of the plan distributed to the public.

Use the template provided below and include as an appendix to the aging plan.

### Compliance with Federal and State Laws and Regulations for 2025–2027

On behalf of the county, we certify

Outagamie County Aging Unit  
(Give the full name of the county aging unit)

has reviewed the appendix to the county plan entitled Assurances of Compliance with Federal and State Laws and Regulations for 2025–2027. We assure that the activities identified in this plan will be carried out to the best of the ability of the county in compliance with the federal and state laws and regulations listed in the Assurances of Compliance with Federal and State Laws and Regulations for 2025–2027.



11/6/24

Signature and Title of the Chairperson of the Commission on Aging

Date

JENNIFER REDMOND CO-CHAIR

 Chairperson of Health & Human Services

Signature and Title of the Authorized County Board Representative

Date

11/6/24

## Assurances of Compliance with Federal and State Laws and Regulations

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Jarvis L. Ruffolo cc chairman 11/6/24  
Signature and Title of the Chairperson of the Commission on Aging Date

Ann McCabe Chairperson Health & Human Service 11/6/24  
Signature and Title of the Authorized County Board Representative Date

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## **Reference Page:**

Administration for Community Living (2022). Overview of Older Americans Act Title III, VI, and VII Programs: 2020 Summary of Highlights and Accomplishments. U.S. Department of Health and Human Services. <https://acl.gov/aging-and-disability-in-america/data-and-research>

Colello, K. Napili, A. (May 6, 2024) Congressional Research Service. Older Americans Act: Overview and Funding, pg.1-25.

National Academies of Sciences, Engineering, and Medicine. 2020. Social Isolation and Loneliness in Older Adults: Opportunities for the Health Care System. Washington, DC: The National Academies Press. <https://doi.org/10.17226/25663>.