

# Narratives

## Executive Summary

Davis County Health- Senior Services sponsors and houses the Davis County Retired and Senior Volunteer Program (RSVP) with office space in the city of Clearfield, Utah. Davis County RSVP proposes to facilitate and direct volunteer services for an estimated 500 unduplicated volunteers in Davis County, Utah. This army of volunteers will provide service to older adults and individuals with disabilities, both home bound and non home bound , economically disadvantaged families and children, individuals with transportation disadvantages, elementary school children, communities members, State Parks, animal services, and veterans and their families. All services will be facilitated through a 15 different work plans, and a network of 43 volunteer stations geographically located throughout Davis County, making an impact on the lives of thousands of people, primarily seniors, veterans and children.

The project's primary focus area will be Healthy Futures. With 10 stations, 6 work plans, and 212 volunteers, this focus area accounts for 42% of the total number of volunteers supported by the CNCS grant. Services in the primary focus area will address the Healthy Futures Access to Care and Aging in Place objectives. Volunteer actions within the Aging in Place objective include services to assist and promote independent living. Specific activities include meals on wheels delivery through Davis County Senior Activity Centers; weekly telephone calls to homebound, frail, isolated seniors providing socialization and increase social support; and transportation to essential medical appointments for those living with transportation challenges. Access to Care volunteers will provide education, information and coaching to individual seniors and groups. Working with Davis County Senior Services, these volunteers will distribute nutritional education; inform seniors about Medicare fraud, and health insurance options, including low-income subsidy options. Additionally, Access to Care volunteers will coach and train both seniors and community members in several evidenced based health promotion programs, including Living Well with Chronic Conditions, Stepping On falls prevention, Breakfast for the Brain, and Arthritis Exercise courses. At the end of the grant reporting period, 83% of the 851 elderly individuals receiving Aging in Place services will have an increase in perceived social ties and connectedness; 53% will report an ability to remain living independently due to services provided by RSVP volunteers. Nearly 1800 older adults will receive information and coaching to promote healthy, informed decision making through the Access to Care objective.

RSVP Volunteers will assist Veterans and their families in accessing benefits information and services

## **Narratives**

in partnership with the Hill Air Force Base Retirees Office. Program volunteers will touch the lives of over 1000 veterans and family members, through providing veteran benefit education and outreach, sending nearly 900 encouragement and appreciation letters to veterans and deployed military members, and assisting 150 veterans to procure prescription medications through the base pharmacy. RSVP Volunteers will work with academically challenged students in 20 elementary schools and five charter schools, providing individual literacy intervention to an estimated 325 students. One hundred sixty five students receiving intervention from RSVP volunteers will have improved reading results as reported by Davis County Board of Education utilizing standardized DIBELS, CRT, and STAR testing scores.

The CNCS federal investment of \$175,000 will be supplemented by \$75,076 non federal resources. Davis County and Utah State support will be provided in personnel expenses, fringe benefits, staff travel, supplies, volunteer support costs and volunteer expenses. Non federal grant support will encompass 30% of the budget total. Davis County Senior Services RSVP will provide support and guidance for an army of 500 volunteers to make the difference in the lives of thousands of individuals living in the community.

### **Strengthening Communities**

Established in 1850, Davis County is the third most populous County in Utah. According to the recent 2013 census estimates, Davis County's population is 322,094. Twenty eight percent are ages 55 and older; totaling 58,122. The racial makeup of the county is 90% white, 1.2% black or African American, 1.8% Asian, 0.5% American Indian/Alaska Native, 0.6% Pacific Islander, and 3.2% from other races. Hispanic/Latinos are 8.4% of the population. For 8.9% of the population, English is not the primary language, compared to Utah at 14.2%, and the U.S. at 20.1%. In Davis County, 3% of the population is not proficient in English compared with 6% in Utah. The white, non-Hispanic population continues to be the largest in Davis County. However, the black, Asian, Pacific Islander and Hispanic/Latino populations in Davis County are growing at faster rates than the county population as a whole. Presently, the majority of the population resides in Layton, Bountiful, Kaysville, and Clearfield. Most of the current growth is concentrated in the northwest, northeast, and southwest portions of the county, especially in such cities as Syracuse, Clinton, West Point, South Weber, and Woods Cross.

Davis County is the smallest geographic county in Utah. Sandwiched between the Wasatch Mountains to the east, and the Great Salt Lake to the west, Davis County inhabits a narrow strip of

## Narratives

land, merely 223 square miles. The county seat, Farmington, sits midway between the northern and southern boundary lines.

Davis County's largest employer, Hill Air Force Base (AFB), is a dominant feature of the local economy. The base accounts for 12% of the Davis County's economy and about 2.6% statewide. Civilian employees at Hill AFB earn almost double the state average salary. Hill AFB provides employment for nearly 23,000 military and civilian personnel (approximately 4,500 active duty, 1,200 reservists, 13,000 federal civil servants, and 4,000 civilian contractors). Other large employers include Davis School District, Lagoon Amusement Park, and Lifetime Products.

Serving Davis County since 1934, the Davis County Health Department is the oldest established local public health department in Utah. From the beginning, the Health Department strives to ensure quality public and environmental health in Davis County and uphold its mission to promote and protect the health and well-being of Davis County residents and their environment.

In 2006, the Davis County Area Agency on Aging integrated with the Davis County Health Department under the Family Health and Senior Services Division. The Davis County Health Department's Senior Services Division has been serving those aged 60 and older for more than thirty years and is committed to promoting the dignity, self determination, well being and contribution of older adults. The Senior Services division proposes to develop and manage the Retired and Senior Volunteer Program (RSVP) in Davis County, Utah.

In 2013, the Davis County Health Department organized a community health assessment, aiming to identify the county's health improvement priorities, mobilize partners to address the priorities and prepare a community-wide health improvement strategic plan that provides direction for the whole community; not just a single agency. Released during the summer of 2013, Davis County's Comprehensive Community Health Assessment illustrates where the county is doing well and areas where there are opportunities to improve. This snapshot in time describes the overall health of Davis County. The assessment draws on more than 50 sources of local and state data as well as reports from national organizations.

The assessment includes recent statistics for many factors influencing health, such as obesity, disease rates, access to physicians and dentists, cost of healthcare, air pollution, access to healthy foods, levels of physical inactivity, access to recreation, and many more. In addition to gathering health statistics,

## Narratives

the Davis County Health Department conducted assessments through interviewing and surveying residents, gathering informed opinions about health needs and priorities in the county.

In response to the Community Health assessment, Davis County RSVP chooses as its primary focus Healthy Futures, by developing and sustaining volunteer assignments that will support aging in place, access to care and insurance information, increased food security, enhanced socialization, health improvement education and improved support for independent living of older adults and individuals with disabilities.

Service activities will include assisting with the preparation, packaging and delivering of food items at one food pantry; assisting at four congregate meal sites by greeting participants, assisting with nutritional risk assessments; disseminating information on health insurance, health care access and health benefits; preparation and delivery of hot meals to eligible homebound clients; weekly telephone calls from homebound volunteers to isolated homebound seniors; and door to door transportation for Davis County residents age 60+ who need rides for essential trips.

Nearly 50% of American Seniors receiving Meals on Wheels are in poverty and at a high nutritional risk. Nearly 60% rely on Meals on Wheels for more than half of their total food for the day. In Davis County, 82.5% of those receiving meals on wheels are determined to be at nutritional risk based on the "Determine Your Nutritional Health" screening assessment developed through the Nutrition Screening Initiative, a project of: American Academy of Family Physicians, the American Dietetic Association and the National Council On the Aging, Inc. The screening tool, to determine nutrition risk, is used at the start of service and at a minimum annually for each participant. Based on responses to the questions, program staff discusses appropriate needs, services, or referrals with clients. This information will be shared with RSVP as appropriate for reporting purposes.

According to the 2014 America's Health Rankings Senior Report, by the United Health Foundation, 14.1% of Utah's seniors aged 60+ suffer from food insecurity. This value correlates with a recent internal survey of Davis County MOW clients in which 22.31% do not always have enough money or food assistance to buy the food they need. During the month prior to the survey, 22.13% had to make the tough decision between buying food and buying medicine, 15.25% skipped meals because they had no food or no money, and 77.12% identify this meal as their primary daily meal. Food insecurity and

## Narratives

financial constraints create a barrier for this population to maintain a healthy nutritional status, and the challenges increase for the large number of seniors with chronic medical conditions. According to data from the Utah Behavioral Risk Factor Surveillance System (BRFSS), nearly 80% of Utah's seniors have at least one chronic condition, and 50% have at least two. Promoting healthy behaviors, including healthy eating, can help prevent illness and allow people to live independently in the community.

In a 2014 survey conducted by the Davis County Area Agency on Aging, 53% of the home delivered meal recipients reported that the driver/volunteer was the only person they see on some days. More than 75% indicated the meal delivered constitutes their primary daily meal; 89% of these homebound seniors report that receiving home delivered meals help them to continue to live at home. Food insecurity remains a concern for seniors in Utah and in Davis County.

The Davis County Senior Services nutrition programs provide noontime meals to homebound seniors, and in a congregate, senior center setting for active adults. Home delivered meals, commonly known as Meals on Wheels (MOW), provide more than a nutritious mid-day meal to isolated, homebound seniors. MOW volunteers provide a safety check along with a face-to-face friendly visit.

Davis County Senior Services exclusively utilizes a volunteer force to deliver MOW to the nearly 350 frail, homebound seniors receiving these services. Agency costs to provide this valuable service remain low, primarily due to the volunteers delivering meals, providing safety checks and friendly visits. Opportunities to recruit and more importantly retain motivated individuals to provide this vital service to homebound seniors remain a critical priority for the division. (Kristy Cottrell, Family Health and Senior Services Division Director)

To measure nutritional status, participants are asked questions to determine their mental and physical well being and perceived social connection as well as impact of the home delivered meal on their diet, the variety of food they eat, the ability to remain in their home, the ability to eat a prescribed diet, and food security. This information will be collected and analyzed by the Meals on Wheels staff and results will be shared with RSVP for reporting purposes.

The Chronic Disease Self-Management Program, Diabetes Self Management Program and Arthritis Self Management Program, all developed by Stanford School of Medicine, are workshops where people with different chronic diseases attend together. Teaching the skills needed in the day-to-day management of treatment and to maintain and/or increase life's activities. RSVP proposes to recruit

## Narratives

and train workshop peer leaders to facilitate these programs. Data collection will be conducted through a pre/post self assessment. Participants will complete an assessment at the beginning of the workshop and at the end of the six week course. Data will be analyzed by the Senior Services Health Educator and provided to RSVP for reporting purposes.

Individuals with a transportation disadvantage often do not have the option of driving a personal vehicle to and from their destinations. Neighbors, family members, and friends often provide transportation and other services, to support an individual's needs.

Mobility barriers pose challenges that prevent individuals from reaching their destination. Identification of some barriers was accomplished through extensive public outreach and the WHAT? (Wasatch Housing and Transportation) survey. Barriers can be attributed to the inability of an individual to access transportation services or the lack of transportation services. "If it were not for the transportation that is provided by Davis County Senior Services, many of these disabled individuals would not be able to receive the dental care that they need." (Lorna Koci, Executive Director, Bountiful Food Pantry). They also can include access to reliable transportation, carrying items to and from destinations and transportation expenses. RSVP proposes to work with Davis County Senior Services and the Davis Community Housing Authority to establish a coordinated access point for residents of senior housing complexes to schedule rides to grocery stores, medical appointments, and other essential trips. "We look forward to working collaboratively with RSVP and Davis County Senior Services, to improve transportation access for our elderly and disabled populations in Davis County" (Lisa James, Property Manager, Davis Community Housing Authority). Transportation services staff will conduct a customer satisfaction survey after each usage as well as use a modified version of the University of Michigan Health and Retirement Study Survey to collect information regarding socialization and access to services.

The Long-Term Care Ombudsman (LTCO) seeks resolution of problems and advocates for the rights of residents of long term care facilities to ensure and enhance the quality of life and care of residents. Nursing home residents have certain rights and protections under the law. The nursing home must list and give all new residents a copy of these rights.

These resident rights include, but are not limited to: the right to be treated with dignity and respect;

## Narratives

the right to be informed in writing about services and fees before you enter the nursing home; the right to manage your own money or to choose someone else you trust to do this for you; the right to privacy, and to keep and use your personal belongings and property as long as it doesn't interfere with the rights, health, or safety of others; the right to be informed about your medical condition, medications, and to see your own doctor; you also have the right to refuse medications and treatments; the right to have a choice over your schedule (for example, when you get up and go to sleep), your activities and other preferences that are important to you; and the right to an environment more like a home that maximizes your comfort and provides you with assistance to be as independent as possible.

The LTCO utilizes trained volunteers to assist with the education of resident's right and assistance to residents in long term care facilities in Davis County who feel their rights may have been violated.

Billions of federal dollars are lost annually due to health care fraud, error and abuse. Since 1997 Administration on Aging (AoA) has funded Senior Medicare Patrol (SMP) projects to recruit and train retired professionals and other senior citizens about how to recognize and report instances or patterns of health care fraud. The SMP program empowers seniors through increased awareness and understanding of healthcare programs. This knowledge helps them to protect themselves from the economic and health-related consequences of Medicare and Medicaid fraud, error and abuse. SMP projects also work to resolve beneficiary complaints of potential fraud in partnership with state and national fraud control/consumer protection entities, including Medicare contractors, state Medicaid fraud control units, state attorneys general, the OIG and CMS.

These activities support AoA's goals of promoting increased choice and greater independence among older adults. The activities of the SMP program also serve to enhance the financial, emotional, physical and mental well-being of older adults, thereby increasing their capacity to maintain security and independence in retirement, and to make better financial and healthcare choices.

In addition to addressing the community needs identified in the Health Department's assessment, RSVP proposes to also create meaningful volunteer assignments that work with literacy and education in local elementary schools and at the Davis Community Learning Center. According to the Utah State Office of Education, the diverse school aged population is increasing the numbers of minority, low income and other subgroups of students. Thirty nine percent of Utah elementary age students

## Narratives

were approved for free or reduced student lunch in 2012, a 13.5% increase from 2005. Literacy proficiency levels have been tied to these diversities and income levels. In Davis County, 28% of the elementary schools are Title I schools. Staff at these schools has the enormous task of elevating the literacy scores.

RSVP is working with Davis Board of Education to develop a reporting system using the Dynamic Indicators of Basic Early Literacy Skills (DIBELS) scores to track improved academic performance. Strategic goals for Davis Board of Education include a three percent increase in literacy proficiency by the end of third grade, as well as a two percent increase in math and Science scores.

According to the Wasatch Mobility Plan 2013, Davis County is home to 20, 2171 veterans. Ten percent of those live within a 10 mile radius of Hill Air Force Base (HAFB) where medical and veteran services may be accessed. RSVP Volunteers will also work with Veterans and military families through the pharmacy at Hill Air Force Base. To financially meet their medical needs, veterans utilize the services of USAF AFMC 75th stationed at HAFB Pharmacy. Volunteers serve as pharmacy aides in assisting with medication reminders, education and prescription questions. RSVP will also work with the Retirees office in establishing methods to assist retirees and their families or survivors with health insurance information questions and assisting in accessing benefits. It has been estimated that 40% of those eligible for veteran's benefits do not utilize them. The need to educate those eligible for services is a high priority of the Retirees Office at HAFB.

Accessed by a seven mile causeway, Antelope Island is the largest Island in the Great Salt Lake and the only island in the Utah State Parks system. At just over 28,000 acres, it stretches 15 miles long and five miles wide. The Fielding Garr Ranch, located on the southeastern side of the Island, is distinctive for two reasons: first, it is the oldest continually inhabited Anglo home in the state of Utah (from 1848 to 1981 when the island became a state park), and second, it is the oldest Anglo built house in Utah still on its original foundation. Preservation of historical landmarks is important for educating future generations and understanding the trials those before have been through. RSVP Volunteers will continue to provide environmental stewardship at Antelope Island State Park. Volunteers will create new trails and improve and maintain old ones while providing educational activities for local school age children.

## **Narratives**

New to RSVP this past year is a partnership with our local Medical Reserves Corps (MRC) program to assist with recruitment and training of Disaster Services volunteers. MRC volunteers include medical and public health professionals, as well as other community members without healthcare backgrounds. MRC units engage these volunteers to strengthen public health, improve emergency response capabilities and build community resiliency. They prepare for and respond to natural disasters, such as wildfires, blizzards, earthquakes and floods, as well as other emergencies affecting public health, such as disease outbreaks. They frequently contribute to community health activities that promote healthy habits. In an earthquake, for example, as much as 85 percent of the people who flock to hospitals don't need urgent emergency care. Medical Reserve Corps volunteers can help reduce that surge. This group of volunteers will be deployed at times of disaster, working to improve the situation of the community as rapidly and safely as possible.

Emergency Preparedness for Pets volunteers through Davis County Animal Services will provide similar services addressing animal concerns during an emergency. Pet Emergency Training (PET) volunteers will work with community members, educating pet owners on the affects of and dealing with disasters on their four-legged family members as well as rescue, first aid, sheltering, and reuniting during and after an emergency.

### **Recruitment and Development**

RSVP proposes to elevate the status of volunteer; volunteering is a two way relationship. The traditional view that volunteers make a gift of their time, without any desire or expectation of getting anything out of the process is outdated and no longer relevant. Altruism is felt by many to be an essential ingredient in volunteering; this 'one-way' relationship is no longer seen as either realistic or useful. Instead, volunteering is understood as a relationship that, like most relationships, requires both parties to put something into the process in order to receive mutual benefits. On this basis, Davis County RSVP will carefully design volunteer assignments with opportunities to utilize the skills, abilities and experiences of the volunteers to improve their communities and themselves.

Volunteering will allow the volunteers to reflect on the meaning of service to the community and assist in enhancing the quality of their own lives. RSVP staff will work with station personnel to design and develop position descriptions that identify the purpose of the position, a description of services to be performed, the requested skills, abilities and training to be offered. Questions to be considered in this process include but are not limited to: Why does the organization want to involve volunteers?

## **Narratives**

What impact will the volunteers make on the organization? What does the organization want volunteers to do? What qualities/skills will these volunteers need to have? How will the organization select which volunteers it wants? and How will the organization manage the volunteers after selection? These descriptions shall be kept on file in the RSVP office and reviewed annually.

Davis County Risk Management Office will offer to all RSVP Volunteers quarterly training opportunities which may include CPR/First Aid training, Defensive Driving, Anti-Discrimination, Workplace Violence and Harassment. These courses are offered at no cost to the volunteers and follow prescribed formats from the American Red Cross, National Safety Council, and Utah Worker's Compensation Fund. Certified Health Community Educators will provide Computer training, Medicare counseling, nutrition education, home safety and healthy aging. Trainings will be evaluated by all participants; the evaluation will contain areas for improvement, indicators of knowledge gained and suggestions for future trainings.

RSVP Volunteer Stations will provide position specific training with all volunteers prior to engaging them in service. Stations will work with current RSVP Volunteers to create a job shadowing or mentoring position to assist new volunteers in the learning phase of the position. Station specific training will be outlined and agreed upon in the Memorandum of Understanding.

Davis County RSVP will recruit individuals age 55 and older who are willing to serve without compensation and live within or near Davis County. Eligibility to serve as a RSVP volunteer shall not be restricted on the basis of formal education, experience, race, religion, color, national origin, sex, age, handicap or political affiliation. RSVP will recruit potential volunteers through standard avenues such as newspapers, community fairs, flyers, presentations and word of mouth as well as tapping into the personnel departments of local companies, expanding website access and other social media avenues, and local volunteer hero acknowledgments.

RSVP will recruit individuals from diverse races, ethnicities, sexual orientations, Veterans and military family members, as well as volunteers with disabilities. As mentioned in Strengthening Communities, the racial makeup of the county is 90% white, 10% other races. RSVP strives to be reflective of this makeup. Current RSVP racial makeup is 94% white and 6% other races. Twenty eight percent of the older adults 65+ in Davis County are veterans; recruitment efforts are made through Hill Air Force

## Narratives

Base retiree office and at community information fairs held on base. Currently, 31% of RSVP Volunteers are veterans. The RSVP application asks the individual if they are a Veteran, family member of a Veteran or have active duty family members serving. One third of the older population in Davis County lives with a disability. Currently, 10% of those volunteering with RSVP claim a disability. Volunteers from this category are recruited and reasonable accommodations are made, to assist them have a meaningful volunteer experience.

We will work to make RSVP a focal point in the community for seniors and service organizations to contact as a resource for volunteer opportunities. Volunteer service will be recognized in newspaper articles and through award nominations. Articles will be sent monthly to local newspapers detailing the amazing contributions RSVP volunteers are making in our communities. Monthly postings will be put on Facebook, Pinterest, Twitter and Google Plus. RSVP Staff will work with Davis County Health Department Community Health Services Division in creating and posting information on these social media sites.

RSVP volunteers are provided the following cost reimbursements within the limits of the project's available resources:

- \* Transportation- RSVP volunteers shall receive assistance with the cost of transportation to and from volunteer assignments and official project activities, including orientation, training, and recognition events;
- \* Meals- RSVP volunteers shall receive assistance with the cost of meals taken while on assignment.
- \* Recognition- RSVP volunteers shall be provided recognition for their service.
- \* Insurance- A RSVP volunteer is provided with the Corporation-specified minimum levels of insurance as follows:
  - \* Accident insurance- Accident insurance covers RSVP volunteers for personal injury during travel between their homes and places of assignment, during their volunteer service, during meal periods while serving as a volunteer, and while attending project sponsored activities.
  - \* Personal liability insurance-Protection is provided against claims in excess of protection provided by other insurance. It does not include professional liability coverage.
  - \* Other volunteer expenses- RSVP volunteers may be reimbursed for expenses incurred while performing their volunteer assignments, provided these expenses are described in the Memorandum of Understanding negotiated with the volunteer station and there are sufficient funds available to cover

## Narratives

these expenses and meet all other requirements identified in the notice of grant award.

RSVP will host an annual recognition event where RSVP volunteers are invited to attend and enjoy a moment in the spotlight. A volunteer spotlight and opportunity corner is being created to put in a monthly senior publication. Special cards are sent randomly each month to thank a volunteer for the amazing service they provided. Monthly birthday cards are sent to acknowledge a volunteer's special day. Quarterly RSVP Digest newsletters are sent, highlighting outstanding volunteer service, station information and training opportunities.

Annual evaluations are done to determine volunteer satisfaction, appropriate volunteer placement and suggestions for volunteer acknowledgment. Questions in the evaluation include: What is your primary reason for volunteering? Are you satisfied with your volunteer assignment? How were you recruited into joining RSVP? Did the volunteer station at which you serve provide adequate volunteer orientation and training? Has volunteering increased or improved your social ties or friendships? Has volunteering affected your physical, emotional or cognitive health? Would you recommend volunteering with the RSVP Program to others? and Please share your ideas on a Great Volunteer Recognition Event.

RSVP staff is developing a volunteer impact dashboard to be shared semi-annually with volunteers and stations. This dashboard provides a visual of where RSVP was and where it currently is as well as impact statements from stations and clients. Transparency is the goal of Davis County RSVP.

Communicating with our volunteers, identifying their needs, as well as what motivates them will better assist us in retaining and recognizing them. RSVP has an open door policy; all volunteers are encouraged to voice concerns, offer praise and make suggestions for improvements or changes with any of the RSVP staff.

### **Program Management**

Davis County RSVP will manage the RSVP program in accordance with RSVP regulations in 45 CFR 2553.23, 2553.24 and 2553.25. RSVP project staff will focus the majority of service activity in one of six CNCS Focus Areas and capacity building. The use of community partners and stakeholders to determine community needs is necessary. In 2013, sponsoring organization, Davis County Health Department started the process of identifying community needs. With the use of this document and information as well as key community stakeholder's input (Council on Aging Advisory Council, Davis Behavioral Health, Lakeview Community Hospital, Davis School District, and Bountiful Food Pantry),

## **Narratives**

RSVP has developed multiple work plans in the Healthy Futures Focus Area. Volunteer Station recruitment will be targeted to organizations that fit into the Healthy Futures work plans.

RSVP will ensure all volunteer stations are a public or non-profit private organization, whether secular or faith-based, or an eligible proprietary health care agency, that has the capacity to serve as a volunteer station as outlined in Federal regulations. Each station will have a signed Memorandum of Understanding (MOU), which will be negotiated prior to the placement of any volunteer, will describe program requirements, working relationships and mutual responsibilities of the station and RSVP Project. The MOU will contain general conditions applicable to all stations as well as special conditions applicable to the specific station. MOUs will be reviewed annually with all stations and renewed every three years or as needed as community needs change.

Volunteer station supervisors will assist with Performance Measurements by providing information for measurement and data collection. All stations will be asked to incorporate performance measurements as part of their memorandum of understanding (MOU). RSVP Project Staff will work with station supervisors in developing data tracking and reporting instruments. RSVP will also provide training on performance measurements and the importance of accurate and verifiable data. Training will be offered annually to all stations and upon completion of MOU with new volunteer stations. Advisory Council Members will be instructed on the importance of performance measures and the collection of accurate data. Council Members will assist RSVP Project Staff during training of station supervisors and volunteers.

RSVP Project Staff will conduct station orientation and training prior to assigning volunteers. Orientation will include an introduction to National Service, Senior Corps and RSVP as well as communicating to the volunteer stations RSVP's policies on the terms and conditions of RSVP volunteer service, identification of prohibited activities, volunteer service termination, and procedures for volunteers to appeal adverse decisions related to volunteer stations. Project Staff will provide volunteer stations with ongoing information and/or training about the Project, performance measurement goals, and the role of the volunteer station in meeting those goals. Training will also be provided to all station supervisors on volunteer selection, appropriate placement of volunteers and dealing with difficult volunteers and situations.

## **Narratives**

Davis County RSVP will develop a checklist or criteria that identify the key factors in selecting volunteer stations and the criteria for determining the optimal number of volunteers serving at each station. RSVP Project staff will conduct station site visits quarterly to determine program compliance and to allow volunteers an opportunity to express concerns, ideas and suggestions for furthering current volunteer service focus and developing new volunteer opportunities.

During station site visits, Project staff will visit with station supervisor, observe volunteer service activities and evaluate the appropriateness of the activity based on the MOU, work plan and volunteer assignment description. Any problems will be discussed with station supervisor addressing proper compliance with assignment description and appropriate placement of volunteer. Documentation kept in the RSVP office on each station will include the most recent MOU, assignment description, list of current volunteers and performance measurements associated with the station. Documentation kept in volunteer files include completed application, drivers license numbers and copies of current automobile insurance (volunteers requesting mileage reimbursement), station placement and assignment description. Information will be updated as needed.

As community needs change, RSVP Project staff will evaluate current volunteer stations to ensure work plan appropriateness. Due to the voluntary relinquishment of the grant by the previous grantee, Davis County RSVP was able to start fresh. Since its inception in 2012, Davis County RSVP has been targeting volunteer stations and volunteer assignments that fall within one of the six CNCS identified focus areas. Any future graduation of volunteer stations will be done in such a way to minimize the disruption to the volunteers. RSVP Project staff will offer new volunteer assignments to these volunteers or simply allow them to continue in their current assignment without the support and services provided to them by RSVP. RSVP Project staff is mindful of those organizations they recruit and how they align with the project mission and work plans.

As part of Davis County Health Departments Senior Services Division, Davis County RSVP has the unique ability to work with Senior Services and Health Department staff in maintaining high quality programs in the healthy futures focus area. The Meals on Wheels program in Davis County has used volunteers for the past 30 years to deliver meals to homebound, isolated seniors and values the additional volunteers placed through Davis RSVP. A system of data collection and analysis has been created and shared with RSVP on the benefits and impact of this valuable service. RSVP volunteers

## **Narratives**

have been trained and teach health focused classes at three local senior centers and community facilities. These classes include Breakfast for the Brain, Living Well with Chronic Conditions, Alzheimer's support groups and Arthritis exercise program.

The Meals on Wheels program conducts bi-annual surveys with all recipients to determine the impact that the program is making on their lives. Twice monthly, customer satisfaction surveys are conducted to evaluate the menu options as well as determine the professionalism and courtesy of the volunteers. This information is provided to RSVP Project staff as necessary.

A newly developed program allows homebound individuals 55 years and older to volunteer from the safety of their home, providing them with a sense of involvement as they call other homebound individuals. This program allows the volunteer and participant a feeling of safety, connectedness and well being. The focus of this program is designed to allow seniors to remain independent in their own homes, providing family members and other supportive individuals the comfort of knowing that someone is checking in with their loved one weekly.

Davis County RSVP Project staff will ensure compliance with RSVP federal regulations by developing a check list for volunteer eligibility, MOU and station requirements and maintaining an advisory council. Volunteers will not be placed in stations without an MOU in place nor will hours of current volunteers be tracked until MOU is negotiated and signed.

A volunteer eligibility checklist will be created by project staff to determine the appropriateness of the potential volunteer and to verify that they are over age 55, live within the community or near the community served, and agree to serve without compensation. Station MOUs will be reviewed annually and changes will be discussed with station supervisor. A summary of prohibited activities will be created and distributed to all current volunteers and included in the volunteer orientation packet. Station supervisors will be given a list of these activities during MOU negotiations.

An advisory council has been created with representation from community organizations, station staff, volunteers and senior services staff. The council along with RSVP Project Staff will create a schedule of recruitment events and community groups where information regarding RSVP and the opportunities it provides can be presented. RSVP advisory council members will meet quarterly and be

## **Narratives**

active community members; willing to assist with all activities of RSVP. Members may make site visits, provide input into the work plan, assist with fundraising and in-kind donations and volunteer recognition and recruitment.

RSVP project staff will maintain accurate records containing volunteer demographics, monthly service hours, mileage reimbursements, and station information in Volunteer Reporter. The system will be supported by Davis County Information Systems (IS) and backed up nightly, ensuring the safety of volunteer information, hours served, years of service and volunteer station information. This software also allows printing of volunteer mailing labels, birthdates and the ability to make notes on individual volunteers and stations. Annual computer training will be provided to RSVP Project staff by trained County IS personnel.

RSVP project staff will work with local community boards and groups to promote volunteerism and positive images of older adults: Davis County Health Department Volunteer Placement Committee, Davis County Board of Education, volunteer station advisory councils, etc. The RSVP director will attend state, regional and national CNCS meetings and trainings as required and necessary.

RSVP staff will continue to promote public awareness, provide technical assistance and trainings, build a core of volunteers, network and build community partnerships and assure a meaningful and rewarding experience for the volunteers.

RSVP will manage project resources with the assistance of Health Administrative staff. These staff members will assist with the tracking of grant funds, in-kind donations and cash, as well as be accountable to Davis County Clerk Auditor's office. Utilizing this method will provide for accurate project accountability and efficiency and allow RSVP staff to effectively use available resources.

### **Organizational Capability**

The Retired and Senior Volunteer Program (RSVP) is part of the Family Health and Senior Services Division of the Davis County Health Department (DCHD). DCHD is organized into four divisions and administrative services. Each division has a vital role in carrying out essential public health services. Family Health and Senior Services Division provides access to critical services for seniors, women and children.

## **Narratives**

The Director of Health is the local health officer and is responsible for the overall direction of the administrative, clinical, and environmental functions of the health department. The health officer supervises the directors of four divisions: Community Health Services, Disease Control and Prevention Services, Environmental Health Services, and Family Health and Senior Services. The director also supervises the Deputy Director, Business Manager, and Public Information Officer.

Administration Services office staff manages accounting, budget, purchasing, travel, and personnel functions for the entire health department. The Performance Improvement staff is responsible for accreditation, community outreach, quality improvement, performance management, workforce development, employee wellness, and other department wide improvement initiatives.

The DCHD is governed by the Board of Health, which is appointed by Davis County Commission. The Commission has in place the Davis County Code, the codified general ordinances of Davis County. For more information regarding this code, please refer to the following website:

<http://www.daviscountyutah.gov/clerkauditor/code/default.cfm>.

Davis County Government has financial, personnel and information systems policies and procedures that promote the compliance with all federal and state guidelines, safeguard the use of public funds, and provide governance and manage risk in the implementation of services and programs. For the twentieth consecutive year, Davis County has been presented the Award of Financial Reporting Achievement by the Government Finance Officers Association of the United States and Canada. This award is given to government units whose annual financial reports are judged to adhere to program standards and represents the highest award in governmental financial reporting. The mission of the Davis County auditor's office is to provide complete accurate, timely, and transparent financial information to management and the public while at the same time ensuring proper internal controls and budgetary restraints are in place to protect public funds and assets. This mission provides a framework for all decisions made in the organization.

Personnel policies govern the merit system for employees and establish the employee code of conduct as well as establish the procedures for employment. Policies include attendance, payroll procedure, performance appraisal, employee privileges, discipline, leaves of absence, ID badges, insurance, sick leave, vacation and preventing workplace violence.

## Narratives

Financial policies established by Davis County include Department budgets, contracts and agreements, purchasing, cell phones and communication allowances, travel policies and procedures, payroll and benefits, asset management, fleet vehicles and credit cards.

Information Systems policies govern the use of County technology. Some policies under that department include: cell phone authorization, acquisition of IT products, internet services-advertising, electronic record retention and mobile phone security. The Health Department has established department standards that encompass the County policy as well as unambiguous guidelines that cover areas such as county credit card usage, contracts, purchasing, vehicle allowance, travel stipend, time and attendance record, employee vaccinations, line of succession planning, confidentiality, petty cash usage, personnel actions, mileage reimbursement and travel, lodging, meals and incidentals.

The Family Health and Senior Services Division utilizes operating procedures to guide each bureau under this division. The Senior Centers and Nutrition Services Bureau have multiple operating procedures to govern the daily operations of each program. Some of these procedures for RSVP include data storage, volunteer timesheets, station orientation, volunteer retirement, volunteer dismissal, criminal history checks, sex offender database search, grievance and appeals, accident/incident procedure, volunteer insurance, volunteer cost reimbursements, confidentiality, advisory council, prohibited activities, reasonable accommodations, volunteer code of conduct and termination of assignments.

The above mentioned policies, standards and procedures assist RSVP Program staff in providing sound programmatic and fiscal oversight of the day to day operations and compliance with RSVP program requirements. At the beginning of service, RSVP volunteers receive an orientation booklet outlining program requirements, including cost reimbursements, prohibited activities, confidentiality policies, and the Volunteer Code of Conduct. The booklet is updated as new operating procedures are crafted and approved. Program operating procedures are reviewed annually with RSVP Program Staff, Bureau Manager and Division Director. Changes to current procedures or newly created procedures are presented to both the RSVP Advisory Council and the Council on Aging Board.

## Narratives

DCHD has a forty year year history of effectively administering federal grants to meet community needs in the areas of nutrition, transportation, Older American Act funds, Women, Infants and Children Programs, Tobacco Control, Homeland Security/Bioterrorism, and grants from the Center for Disease Control. Established in 1934, the Davis County Health Department is the oldest local public health department in Utah. Approximately 120 employees serve 322,000 citizens of Davis County with environmental concerns, communicable disease monitoring, health education, Weatherization, maternal and child health services, and Senior Services. The mission of the Health Department is to 'promote and protect the health and well being of Davis County residents and their environment.' The vision of the Health Department is 'Healthy Choices, Healthy People, Healthy Communities.' The established values for the Davis County health Department include

Quality Service: Commitment to a work environment characterized by consistency, honesty, and innovative approaches to serve members of the community.

Knowledgeable, Professional, and Friendly Employees: Shares insight, expertise, understanding, and compassion with all clients and one another.

Public Health Excellence: Works on continuous improvement, strives for excellence, and is committed to improving community health.

Communication: Fosters open minded interactions with the community, public health partners, and each other.

Collaboration and Partnerships: Builds a network of relationships to help one another, to enhance services, and to better support the community.

Commitment to Community: Invests in the success and welfare of those around us.

RSVP will function as a program within the Senior Centers and Nutrition Services Bureau. Viki Bowman, RSVP Director will report to Debbie Draper, Bureau Manager on the day to day operations of RSVP. Debbie is supervised by Kristy Cottrell, Family Health and Senior Services Division Director, who reports directly to the Director of Health, Lewis Garrett.

Viki Bowman, the full time Director hired to administer the Davis County RSVP program in Davis County, was recruited from the public sector and possesses more than 22 years of experience working with Senior Corps programs: RSVP for 18 years and FGP for 4 years in rural and suburban areas. Ms. Bowman is very experienced in volunteer recruitment and retention, and working with seniors and community agencies. She recently completed the Certification in Volunteer Administration. The

## **Narratives**

Program Director's responsibilities include the administrative oversight of RSVP; ensure compliance with the terms and conditions of the grant and applicable federal regulations regarding training, staff supervision, monitoring staff performance, maintaining work schedules, reviewing financial statements, preparing annual budgets, developing and implementing policies, and generating required reports. The position is also responsible for training and supervising staff, monitoring daily work activities, tracks and monitors monthly budget and expenses, responsible for public relations and creates effective community partnerships that will benefit the program and community. The Program Director develops and maintains the RSVP Advisory Council, working with the council chair in developing assignments, establishing by laws, and conducting effective meetings. The Program Director will attend the Volunteer Coordination Council in the Health Department.

Working with Viki on the daily operations of RSVP is Patricia Brown, RSVP Coordinator. Pat comes to RSVP with an extensive background in senior targeted interior design and gerontology as well as marketing. The responsibilities of the Program Coordinator is to recruit, train and assign volunteers, she will work with the Program Director in negotiating memorandums of understanding with station staff as well as maintain station and volunteer files. The Coordinator will process all new volunteers, completing the data entry and ensuring that their files are up to date and accurate. She will publicize volunteer opportunities using media presentations and local publications. She will also make personal appearances at community events.

Debbie Draper supervises RSVP staff and is also a resource for grant writing and program management. Debbie has ten years of experience working with Senior Corps programs. She has worked with both RSVP and FGP as director in two separate sponsoring agencies in Utah. Debbie was able to expand RSVP in Weber County through a PNS grant and was successful in a bid for a new FGP project in Utah, spanning five counties. Together with program staff, a system will be created to annually review program operating procedures and adjust or create new ones as necessary. Responsibilities of Bureau Manager are to ensure the compliance with Federal regulations, State rules, County Code and Polices, Health Department Standards and Division Operating Procedures. The Bureau Manager reviews budget expenditures and ensures County purchasing policies are followed and proper payment methods are used. The Bureau Manager ensures proper management and use of all equipment, assets, use of facilities and supplies. Appraisals on program staff are conducted at the three month and six month time frames for new employees then annually for each employee. During

## Narratives

these appraisals, staff performance and accomplishments of program objectives are evaluated and discussed. Changes are made, if appropriate, for the next period.

DCHD has a strong track record of successfully managing volunteer programs, involvement with seniors and the quality improvement process. DCHD is in the process of applying for national accreditation for public health departments, and is focusing on Quality Improvement throughout all department programs.

Performance management is key to building a culture of quality at the DCHD. It is defined as a cyclical process of measuring, monitoring, and reporting of progress toward strategic department, division, and program goals and objectives. Quality Improvement (QI) is a critical piece of performance management as it provides a structured, data-driven approach for identifying and prioritizing necessary QI projects based on performance data. QI is defined as the use of a deliberate and defined process (e.g. Plan, Do, Study, Act) to continuously achieve measurable improvements in efficiency, effectiveness, and outcomes.

Implementing performance management practices into the everyday work of the DCHD will provide a greater understanding about what we are trying to accomplish as a department, whether or not we are making progress, and what strategies to use to make improvements if our department is not achieving what we set out to do. DCHD Staff is tasked with continually seeking to improve programs, methods and services for the benefit of clients, staff, the department and the County. This team driven QI process allows staff the opportunity to design and suggest changes for improvements. RSVP Project Staff will be applying these principles in identifying areas of improvement that will ensure the accomplishment of program objectives.

As the local area agency on aging, Davis County Senior Services provides support and advocacy for the well being of the senior population.

### **Other**

N/A

### **PNS Amendment (if applicable)**

N/A