

Aspirations for a Diversified Future – NYSOFA’s Strategic Diversity, Equity and Inclusion Plan 2023-2027



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MESSAGE FROM LEADERSHIP

The Older Americans Act (OAA), which set up the infrastructure for what is today's network of aging services professionals, was signed into law in 1965 as part of President Lyndon B. Johnson's "Great Society" initiative to support older Americans with living at home and in the community with dignity and independence for as long as possible. The OAA established the Administration on Aging within the Department of Health, Education, and Welfare, and called for the creation of States Units on Aging.

The OAA authorized grants to states for community planning and services, as well as for research, demonstration, and training projects in the aging field. In 1973, amendments to the OAA established Area Agencies on Aging (AAAs) and added new grants for local needs identification, planning, and funding for programs serving Native American elders; services targeted at low-income minority elders; nutrition programs in the community and for the homebound; health promotion and disease prevention activities; in-home services for frail elders; and services that protect the rights of older adults such as the Long-Term Care Ombudsman Program (LTCOP).

From its authorization in 1965, the Older Americans Act prioritized outreach and engagement with underserved and marginalized populations, charging each State Unit on Aging with serving specifically highlighted populations, which included: low-income individuals, low-income minorities, individuals with limited English proficiency, rural residents, Native Americans, individuals institutionalized/at risk for institutionalization, individuals with Alzheimer's disease and other related disorders, individuals with disabilities, and caregivers, including caregivers of individuals with disabilities and individuals with Alzheimer's and other related disorders. State laws and policies went on to expand the prioritization of additional groups including: minorities, frail vulnerable individuals, the LGBTQ+ population, and those who are homebound.

Authors of the Older Americans Act had the foresight to include these populations, and NYSOFA has always strived to reach these groups in – at a minimum – the proportion to which they comprise our communities. Diversity Equity and Inclusion initiatives have amplified those efforts.

NYSOFA and its executive leadership have been intentional in the prioritizing of DEI/A in all aspects of its operations including creating an internal office culture that respects diversity of thought, experience, and representation as well as enhancing the aging network's cultural humility, cultural and linguistic competence, and creating an expectation that services will be delivered in a trauma informed way.

DEMOGRAPHIC INFORMATION

New York State's older population continues to grow exponentially. The population of residents aged 60 and over (4.84 million) is larger than the entire population in 21 of the 50 states in America. The past decade saw the older population of New York State grow by 31 percent (over 815,000). More than half of this growth was outside of New York City.

Additionally, there has been a large increase of older adults in the minority population, and this population is expected to grow by over 1 million by 2050. The number of older adult immigrants statewide has increased by 42 percent. The number of Black/African American older adults has grown faster than the older White population in all of New York State's major cities and in nine major counties outside of New York City (Albany, Dutchess, Nassau, Niagara, Orange, Rockland, St Lawrence, Schenectady, and Suffolk). The number of Hispanic older adults has outpaced the older White population in all of New York State's major cities and in 11 counties outside of New York City (Albany, Chautauqua, Dutchess, Erie, Nassau, Orange, Oswego, Rensselaer, Rockland, Saratoga, and Suffolk counties).

While these are just three of the populations NYSOFA targets for services, it is evidence of the diversity within the state and the need for a focus on diversity, equity, and inclusion by NYSOFA. For this reason, NYSOFA maintains a dedicated position of Advocacy Specialist to promote equal access of all individuals and ensure the prioritization of services to those in greatest economic and social need by evaluating the changing demographics and allocation of resources.

NYSOFA has a responsibility to reach the following underserved populations, as identified in the OAA/NYS Elder Law:

- Low-income older adults
- Low-income minorities
- Individuals with limited English proficiency
- Rural residents
- Native Americans
- Institutionalized/at risk for institutionalization
- Individuals with Alzheimer's disease and other related disorders
- Individuals with disabilities
- Caregivers, including caregivers of individuals with disabilities and individuals with Alzheimer's and other related disorders
- Minorities
- Frail
- Vulnerable
- LGBTQ+
- Homebound

DISPARITY INFORMATION

Each of the populations identified on the prior page experiences vast disparities; below are some NYS examples:

Low-income minorities

Health Indicator	White	Black	Asian/Pacific Islander	Hispanic
Percentage of population with no health insurance	3.3%	6.0%	6.5%	10.1%

Minorities

Health Indicator	White	Black	Asian/Pacific Islander	Hispanic
Percentage of premature deaths (< 75 years)	35.5%	56.2%	42.6%	53.5%
Potentially preventable hospitalizations among adults (per 10,000)	90.8	200.1	45.1	125.1
Diabetes (any diagnosis) hospitalizations (per 10,000)	149	324.1	118.5	249.5

Individuals with limited English proficiency

Health Indicator	White	Black	Asian/Pacific Islander	Hispanic
Percentage of population who speak English less than very well (2017-2021)	4.5%	6.2%	41.3%	32.9%

****Source: NYS DOH Community Health Assessment**

Rural Residents

Health indicator	Metropolitan	Micropolitan	Small Town	Rural
Access to Primary Care Providers (per 10,000 people)	15	9.7	10.8	3.7
Preventable ER Visits (per 100 people)	19.8	25	30.2	25.4

****Source: Primary Care Development Corporation Rural Access Report**

LGBTQ+

Health indicator	General Population	LGBTQ+	Transgender
Likelihood of delaying or not seeking medical care	17%	29%	30%
Likelihood of experiencing psychological distress	9%	20%	Not Available

****Source: Center for American Progress Analysis**

AGENCY MISSION/ STRATEGIC OBJECTIVES

NYSOFA's Mission

The mission of the New York State Office for the Aging is "to help all older New Yorkers to be as independent as possible for as long as possible, with an emphasis on hard-to-serve and diverse populations. NYSOFA fulfills this mission through advocacy, development, and delivery of person-centered, consumer-oriented, and cost-effective policies, programs, and services that support and empower older adults and their families, in partnership with a network of public and private state and community organizations."

Strategic Objectives

1. Account for all the functions, programmatic and fiscal, required under the Older Americans Act.
2. Advocate on behalf of our customers, the Aging Network and the people they serve.
3. Transfer knowledge and provide technical support to the network, so we always strengthen their capacity to serve New Yorkers.
4. Innovate.

MISSION PRIORITIES

Maintain Independence

The New York State Office for the Aging's goal is to help older New Yorkers be as independent as possible for as long as possible in their homes and communities of choice.

Person-Centered Supports

Each of New York State's 59 area agencies on aging strive to deliver a suite of services tailored to the older adults and those who care for them, providing a just-right level of support to empower them to age successfully in their community of choice.

Qualified, Professional Service

New York State case managers are the most highly trained professionals in the nation. All AAA case managers are required to complete a 20-hour case management certification course, and pass an exam proving their competency in core service areas.

INTERNAL STRUCTURE

- NYSOFA's Division of Finance and Administration handles finance, budgeting, federal and state program development, grant and contract management, process improvement, and administrative operations, among others.
- NYSOFA's Legal Division oversees legal and legislative functions under the federal Older Americans Act and the New York State Elder Law.
- NYSOFA's Division of Local Program Operations is responsible for multiple programs such as the Naturally Occurring Retirement Communities (NORCs), Retired Senior Volunteer Program (RSVP), The Senior Community Employment Service Employment Program (SCSEP), Foster Grandparents, Nutrition for the Elderly Program, NYSOFA Disaster Preparedness and Planning activities, and the Data and Reporting unit.
- NYSOFA's Division of Policy, Planning, Program, and Outcomes manages the day-to-day operations of various programs, including NY Connects, the Health Insurance Information Counseling and Assistance Program, the Statewide Client Data System, the Expanded In-Home Services for the Elderly Program, Chronic Disease Self-Management Education, Healthy Aging, Elder Justice and Elder Abuse Education and Outreach Programs, Elder Abuse Interventions and Enhanced Multidisciplinary Teams, Social Adult Day Services Programs, Caregiver and Respite Supports and Services Initiatives, and State Respite Programs.

SERVICE PROVISION

NYSOFA's home and community-based programs provide older adults with access to a well-planned, coordinated package of in-home and other supportive services designed to support and supplement informal care. NYSOFA's overall goal is to improve access to, and availability of, appropriate and cost-effective non-medical support services for older individuals to maximize their ability to age in their community and avoid higher levels of care and publicly financed care. NYSOFA achieves this through our network of 59 area agencies on aging. This network provides the following core services in coordination with local partners:

- Home delivered meals (HDM)
- Congregate meals
- Nutrition counseling and education
- Senior center programming
- Health promotion and wellness
- Evidence Based Interventions (EBIs)
- Volunteer opportunities
- Respite and caregiver supports
- Legal Services
- Home modifications, repairs
- Elder abuse prevention and mitigation
- NY Connects
- Health Insurance Information, Counseling and Assistance Program (HIICAP)
- Personal Care Level I and II
- Case management
- Ancillary services, such as Personal Emergency Response System (PERS) and assistive devices
- Social adult day services
- Transportation to needed medical appointments, community services and activities
- Long Term Care Ombudsman Program

GOAL AREAS (ACL)

NYSOFA's 2023-2027 plan approved by the Administration on Community Living included nine goal areas. While the goal areas are general in nature, each of them directly correlates to the needs of the diverse populations of NYS:

- Further the vision of the OAA to cultivate innovative approaches reflective of local needs and preferences.

Local needs and preferences include the needs of specific communities. For example, the needs and preferences of remote Mennonite communities will differ greatly from the needs of minorities residing in low-income housing in urban environments.

- Enable older New Yorkers to remain in their own homes with high quality of life for as long as possible through the provision of home and community-based services, including supports for family caregivers.

NYSOFA conducted a large-scale survey with over 27,000 respondents on the needs of older New Yorkers. The vast majority of respondents wish to remain in their homes; but as individuals age and require more assistance with the activities of daily living, this need conflicts with the shortage of direct service providers. NYSOFA encourages the network to create unique solutions and consider how to best support the individual needs which may be affected by country of origin, religion, gender identity, etc.

- Create an age friendly New York where home and community-based services are available and accessible to those who most need them, when they need them.

NYSOFA works with the network to create solutions for individuals to access services while they are in greatest need. Specific groups may have needs that can only be met when considering cultural norms; one Area Agency on Aging (AAA) created a meal site which primarily served the Vietnamese community. The meal site was created with food preferences and cultural norms as primary considerations. Another AAA collaborated with an agency that serves individuals who are deaf to provide nutrition education in American Sign Language.

- Ensure the rights of older New Yorkers and prevent their abuse, neglect, and exploitation.

NYSOFA funds Elder Abuse Prevention, Education, and Enhanced Multi-Disciplinary Team Initiatives in each planning and service area. Lifespan of Greater Rochester and the New York State Office of Victim Services held a summit to focus on how elder abuse affects underrepresented and marginalized communities including Black/African American, Hispanic, Native American, New American/Refugee/Immigrant, and rural residents.

- Empower older New Yorkers to stay active and healthy through Older Americans Act services and those offered under Medicare.

The COVID-19 pandemic shone a glaring light on the health disparities that exist for New Yorkers of diverse racial and ethnic backgrounds as well as rural residents with more limited access to health care. NYSOFA seeks to address the needs of these communities through multipronged approaches including offering evidence-based programming to address the specific needs of various communities (for example, chronic disease self-management programming to address diabetes and virtual programming to address the needs of sandwich generation caregivers and social isolation).

- Integrate COVID-19 lessons and adaptations into standard practice while preparing the aging network, and those served by the network, to successfully respond and adapt to future emergencies and disasters.

Older adults are especially vulnerable during emergencies and disasters – and none more so than individuals with disabilities and the lowest income older adults without needed resources. As a member agency of the New York State Disaster Preparedness Commission, NYSOFA collaborates with multiple public and private partners at the federal, state, and local levels to ensure that that emergency planning needs of older New Yorkers are addressed and met.

- Promote equitable access to older adults in greatest social and economic need throughout all programs and services administered.

NYSOFA recognizes the barriers to some populations in accessing services and provides resources and technical assistance to the aging network to address institutional barriers and increase access to populations in greatest need. For example, the LGBTQ+ population was recently named a population in greatest need by NYSOFA's federal funding agency (ACL). NYSOFA recently produced a video training tool for AAAs to understand the successful strategy of one AAA with a demonstrated commitment to serving this population of older adults.

- Support continuation and growth of state and local policy, programs, and investments that compliment and expand upon Older Americans Act programs.

NYSOFA continually seeks to expand collaborations and partnerships to enhance existing programming. Collaborations with entities representing specific populations – such as the Office of New Americans and the Department of Veteran Services – are integral in NYSOFA's efforts to reach those in greatest need.

- Family caregivers will be recognized, assisted, included, supported, and engaged through a variety of programs so that they can care for their care receiver at home for as long as possible.

Caregiving disproportionately impacts minority populations, particularly low income minority populations and NYSOFA seeks to support caregivers in multiple ways including the provision of the evidence based program Powerful Tools for Caregivers. NYSOFA supports the Lifespan of Greater Rochester Caregiver Coalition which offers specific services which are directly targeted to caregivers in greatest need such as the respite voucher program which can be used by caregivers to pay for desperately needed services and supports.

GOAL AREAS (NETWORK)

NYSOFA requires each AAA to submit a 2024-2028 plan for approval. Each topic area has at least one prompt question which reflects the core components and principles of Diversity, Equity, and Inclusion to ensure this is considered in the planning process. Below are some examples:

- **Demographic Data and Targeting Objectives**
Please describe specific planned outreach, partnerships, public information, and other efforts designed to reach individuals within the Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+) community. Please be aware efforts must be sufficiently vast enough to describe activities spanning a four-year cycle.
- **Needs Assessment and Planning Process**
Describe how the assessment process was accessible to and inclusive of individuals with disabilities including, but not limited to, those with mobility, hearing, speech, and visual impairments.
- **Public Hearings and Area Agency on Aging Advisory Council**
Describe specific strategies used in this annual planning cycle to seek input from those unserved and underserved older adults in greatest social or economic need, particularly those who are listed populations included in law such as low-income minorities, Native Americans, etc.
- **Comprehensive Emergency Preparedness and Response**
If the AAA offers and maintains a list of vulnerable older adults in the PSA who are to be provided individualized wellness checks before, during, and after an emergency event, describe how this is operationalized and practiced. Provide specific details on how those with limited functional capabilities (e.g., individuals utilizing oxygen, receiving advanced medical care, or with significant mobility barriers) will be offered care or assistance during an active emergency event.
- **Senior/Older Adult Centers and Designated Focal Points**
Describe any specific services or modifications to services the AAA will make based on the prevalent populations in its planning and service area (ex: bilingual staff, culturally preferred meal options, evidence-based programming delivered in languages other than English, etc.).
- **Nutrition Services**
How does the AAA survey meal participants AND potential participants to determine cultural meal preferences?

- **Health Promotion**
How will these programs be made accessible to the target populations experiencing these health disparities? (ex: location, time, method of promotion, etc.).
- **Caregiver Services**
Describe how the AAA and their contractors will raise awareness of caregiving and supports available to caregivers, as well as provide culturally relevant services to the following caregiver populations, with particular attention to the target groups identified through the 2020 reauthorization of the Older Americans Act.
- **Case Management**
How are you ensuring that a client's comprehensive needs are assessed in a person centered and a culturally and linguistically appropriate manner?
- **Legal Assistance**
For the four-year period covered by this plan, the AAA is to identify how it is providing legal assistance in the following priority subject areas: Income, health care, long-term care, nutrition, housing, utilities, protective services, defending older adults against guardianship, abuse, neglect, exploitation, and age discrimination.
- **Health Insurance Information Counseling and Assistance Program (HIICAP)**
For the four-year period covered by this plan, how will the AAA increase hard-to-reach contacts. Please identify strategies and any new initiatives you plan to utilize to expand performance measure four (PM4) – Hard-to-Reach Contacts? (hard to reach is federally designated but includes groups such as rural, low income, etc.).

DIVERSITY EQUITY AND INCLUSION PROGRAMMING HIGHLIGHTS

NYSOFA undertakes specific activities to expand the AAAs' ability to reach underserved and marginalized populations. NYSOFA collaborates with state partners to deliver resources that will enhance the network's ability to advance diversity, equity, inclusion, and accessibility goals.

- NYSOFA partnered with the NYS Department of Health on the Building Resilient and Inclusive Communities project which primarily aimed to assist AAAs in mitigating health disparities in their planning and service areas.
- NYSOFA also partnered with the NYS Council on Developmental Disabilities to increase the aging network's capacity to deliver services to individuals with intellectual and developmental disabilities and their caregivers. Curriculum was developed and added to the platform used to deliver credentialed training to case managers and a Future Planning Guide was developed to assist caregivers of individuals with I/DD.
- NYSOFA has contracted with Coordinated Care Services, Inc, to deliver Diversity, Equity, and Inclusion training to the network in a train-the-trainer model – an effort to create “culture drivers” who can create diverse equitable and inclusive cultures within each AAA.
- NYSOFA participated in a panel on multi-generational trauma experienced by the Seneca Nation of Indians.
- NYSOFA has joined the NYS Trauma Champions Collaborative in an effort to increase its understanding of and ability to provide training and services in a person-centered trauma-informed way. Adopting trauma-informed practices can potentially improve individual engagement, interventions, and outcomes, particularly for populations who have traditionally experienced discrimination, lack of equitable access to services, etc.
- NYSOFA is collaborating with the United Jewish Federation and the Health Foundation of Western New York to deliver trainings with a trauma-informed approach to the network to enhance its ability to meet the needs of diverse populations with histories of trauma including Holocaust survivors, veterans, individuals who have experienced discrimination based on race/ethnicity, the LGBTQ+ population, etc.
- NYSOFA is committed to ensuring equal access for all and translates all vital documents into the top 12 languages in New York State, and requires a minimum

standard of all AAAs having access to telephonic on demand interpretation services to ensure effective communication with individuals who have limited English proficiency.

STATEWIDE OBJECTIVES

1.	Recruiting and Retaining a Talented Workforce	NYSOFA is committed to recruiting and retaining a talented and diverse workforce that is representative of the State's population.
1.	Objective	Implementation
<p><i>Collection of Demographic Data</i></p> <p>NYSOFA currently collects demographic data for all new staff by providing them with Civil Service Form DPM-100.</p> <p>NYSOFA will seek to develop a new, voluntary demographic data collection survey and process to increase the type of demographic information collected. NYSOFA will seek to develop and implement its own demographic data collection survey that collects all possibly relevant data necessary.</p>	<ul style="list-style-type: none"> • NYSOFA will work with OGS Human Resources (its host agency), ODIM and other agencies that have already developed a survey to obtain input and examples. • The survey will allow NYSOFA to collect data on gender identity, race, veteran status, disability status, sexual orientation, and other appropriate categories. 	
<p><i>Outreach and Recruitment</i></p> <p>NYSOFA currently posts to the public (State Jobs NY, Indeed, and other sources) job vacancies to ensure that all interested candidates have an opportunity to apply.</p>	<ul style="list-style-type: none"> • NYSOFA will seek OGS's (NYSOFA's host agency) guidance to enhance the diversity of candidate pools. NYSOFA will formalize and enhance recruitment practices in partnership with OGS Human Resources. 	

<p><i>Retention</i></p> <p>NYSOFA currently offers a Telecommuting Program and Alternative Work Schedules, which are conducive to affording employees a better work-life balance. Increasing the promotion of these programs and analyzing these programs on a regular basis for ways to identify and close gaps can further increase employees' work-life balance and lead to better retention rates of employees.</p> <p>NYSOFA also offers all departing employees the opportunity to complete an Exit Interview Survey anonymously. Further encouraging participation in the Exit Interview Survey while modifying the questions to include a means for departing employees to provide additional optional demographic data could help further identify opportunities for improving retention.</p>	<ul style="list-style-type: none"> • In partnership with OGS Human Resources, NYSOFA will develop and implement a plan to enhance awareness of the Telecommuting Program and Alternative Work Schedules for both prospective and existing employees. • NYSOFA will also conduct research for best practices in telecommuting and alternative work schedules.
<p><i>Agency website enhancements</i></p> <p>Update NYSOFA's external website to improve transparency.</p> <p>As part of this update, accessibility and diversity will be taken into account, including language access.</p>	<ul style="list-style-type: none"> • In consultation with the New York State Office of Information Technology Services (ITS), NYSOFA will inventory its existing website and obtain stakeholder input to determine opportunities to improve accessibility, inclusion, and diversity.

		<ul style="list-style-type: none"> Obtain targeted stakeholder input and also research other agency websites to identify best practices.
2.	Developing and Retaining Strategic Leaders	NYSOFA is dedicated to supporting, developing, and retaining strategic leaders to ensure that the agency is able to successfully fulfill its mission.
2.	Objective	Implementation
	<p><i>Develop and Retain Strategic Leaders</i></p> <p>Develop and equip NYSOFA leaders with the knowledge, skills, and resources necessary to increase organizational awareness of diversity and inclusion objectives, administer and sustain best practices, and measure performance.</p>	<p>On an ongoing basis, NYSOFA leaders will continually engage with host agency OGS Human Resources, Department of Civil Service, and agency programs to improve and formalize existing processes as well as identify additional tools and resources to enhance development and retention of our leaders and supervisors.</p>
	<p><i>Succession Planning</i></p> <p>Embedding diversity, equity and inclusion practices into its succession planning process enables NYSOFA to build diverse talent pipelines that are reflective of the New York’s diverse population. Inclusive succession planning also enables long-term mission success amid leadership and workforce shifts.</p>	<ul style="list-style-type: none"> Incorporate diversity, equity and inclusion best practices into succession planning efforts. Develop and communicate succession planning policies and processes. Engage different stakeholders across the agency to understand succession planning need. Create opportunities for functional development. Leverage inclusive hiring practices.

		<ul style="list-style-type: none"> • Engage in annual succession planning efforts to identify diverse candidate pools to fill future vacancies • Succession plans will address specific measures to develop staff • Promote transparency throughout the process
3.	Fostering an Inclusive Workforce Culture	NYSOFA will foster a workplace culture where staff feel welcomed, supported, and have the opportunity to contribute and provide input.
3.	Objective	Implementation
	<p><i>Promote training and educational programs and encourage employee participation</i></p> <p>Develop a plan for recurring mandatory and non-mandated trainings on bias, cultural awareness, and respect/interpersonal behavior in the workplace.</p>	<ul style="list-style-type: none"> • Provide training and development opportunities that build awareness, identify areas of diversity and inclusion, and that foster employee’s abilities to consider and collaborate with diverse perspectives. • Identify additional potential training topics on diversity and inclusion such as diversity, implicit bias, and cultural competency. • Provide time for employees to attend trainings that support the integration of diversity and inclusion principles.

<p>4. Delivering Effective Programs and Services</p>	<p>NYSOFA is committed to overseeing and delivering effective programs and services that are inclusive, equitable, and diverse.</p>
<p>4. Objective</p>	<p>Implementation</p>
<p><i>Deliver excellent service</i></p> <p>NYSOFA's services are delivered primarily via the Aging Network, which includes the 59 Area Agencies on Aging. NYSOFA's Advocacy Specialist is tasked with ensuring diversity, equity, and inclusion principles are integrated with program planning practices and engaging in process improvement efforts to produce measurable results.</p>	<ul style="list-style-type: none"> • Continue to measure AAAs' progress toward reaching underserved and marginalized communities as identified in the Older Americans Act, the Elder Law and NYSOFA Program Instructions.
<p><i>Policy review and development</i></p> <p>Review policies and guidelines to ensure compliance with Executive directives and state law, and ensure the agency strives to act towards achievement of objectives while promoting a consistent statewide approach to decision-making ensuring diversity and inclusion values a primary consideration.</p>	<ul style="list-style-type: none"> • Conduct a comprehensive review of existing policies and identify those needing revision or those needing removal of unintentional barriers.
<p><i>Reporting progress</i></p> <p>The Advocacy Specialist reports directly to the Commissioner, which ensures DEI/A priorities remain a focus and receive necessary support and guidance at the executive level to be successful.</p>	<ul style="list-style-type: none"> • Formally report to agency leadership progress towards annual performance goals on an annual basis. • Regularly advise leadership of agency-wide successes and/or challenges; address specific issues received; and identify corrective actions taken.

CRITICAL SUCCESS FACTORS

Informed Leadership

- * Diversity Equity and Inclusion are standing agenda items within leadership meetings
- * The Advocacy Specialist reports directly to the Director of NYSOFA allowing DEI principles to remain a priority for the agency

Clearly Articulated Roles and Responsibilities

- * The Advocacy Specialist is a position dedicated to advancing the needs of underserved populations
- * NYSOFA collaborated with OGS, its host agency, to encourage the diversification of civil service pools of candidates

Dedicated Resources

- * Executive Leadership has prioritized DEI in all policy and programming decisions and encouraged all staff to consider DEI concepts in an effort to create an inclusive culture

Policy Review and Development

- * The Advocacy Specialist is part of the internal discussions and formal review process to advocate for the needs of marginalized populations

Collective Accountability

- * DEI at NYSOFA is not one person's responsibility; it is woven through all program and policy areas
- * The Aging Network is measured on its ability to reach each of the underserved populations identified in the law

Education and Training

- * NYSOFA regularly provides voluntary opportunities for training on principles of DEI including cultural competency, addressing the needs of the LGBTQ+ community, etc.
- * NYSOFA will expand the topics of trainings offered to include additional concepts such as implicit bias, racial equity, etc.

Program Plan Integration

- * Diversity Equity and Inclusion concepts were included in NYSOFA's federally approved 4 year plan to ACL
- * DEI principles are required through out the 4 year plan AAAs must submit to NYSOFA for approval

Performance Measures

- * OGS, NYSOFA's hosted agency, tracks recruitment and hiring metrics
- * The Aging Network is measured on its efforts and success of engaging underserved populations as defined by law