



Detroit Area AGENCY ON AGING

2026 Strategic 2030 Plan

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DETROIT AREA AGENCY ON AGING CORE VALUES

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Mission

Educate, advocate, and promote healthy aging to enable people to make informed choices about home and community-based services and long-term care that will improve their quality of life.



Vision

Detroit Area Agency on Aging is a leading organization in creating a community that cares for the vulnerable and advocates for the well-being of our constituents.

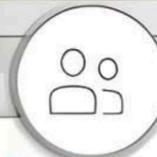


DETROIT AREA AGENCY ON AGING



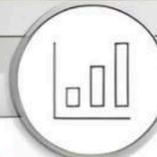
SERVICE

- Allow strategic plan to guide the funding of services and programs.
- Grow infrastructure to serve as a Community Care Hub in South East Michigan
- Grow intergenerational programs and services.
- Enhance and promote Artificial Intelligence, virtual capabilities, and Meta programs and services.



PEOPLE

- Retain team members by building a best-in-class organization
- Implement culturally responsive initiatives and activities throughout the agency.
- Promote and maintain a robust Employee Engagement Program.
- Provide services upstream, where possible, to better serve future generations of older adults.



GROWTH

- Grow infrastructure to support contract and partner expansion with Health Systems, Managed Care Plans and others in the Long Term Care Services.
- Expand partnerships with entities that serve those with chronic illnesses.
- Build a foundation to solicit donors and other contributors to diversify our funding.



FINANCE

- Rebalance, repurpose, and restore funding for intended programmatic use.
- Examine and determine most effective strategies for utilization of excess revenue funds.
- Incorporate private pay and cost sharing programs and services.
- Continue to prioritize diversification in funding including expansion of program income



QUALITY

- Retain NCOA & CARF accreditation.
- Improve COAR ranking to be within top five of AAA's statewide.
- Secure Inform USA accreditation for Information and Assistance.
- Become a Malcolm Baldrige recipient.
- Build a Five Star system for the DAAA provider network.

Mission

Educate, advocate, and promote healthy aging to enable people to make informed choices about home and community-based services and long-term care that will improve their quality of life.



Vision

The Detroit Area Agency on Aging is a leading organization in creating a community that cares for the vulnerable and advocates for the well-being of all.

EXECUTIVE SUMMARY

The Detroit Area Agency on Aging enters 2026-2030 with momentum, purpose, and a renewed commitment to transforming aging. Over the past several years, DAAA has strengthened its foundation- expanding access to home and community-based services, deepening partnerships across healthcare and community sectors, and elevating the voices of older adults and caregivers. These accomplishments position the organization to meet the changing needs of a location where more than 150,000 older adults live amid shifting environmental, health, social, and economic conditions.

The plan is rooted in the groundbreaking Dying Before Their Time reports which documented the profound and persistent health inequalities affecting older adults and vulnerable populations in Detroit. These reports revealed disproportionately high rates of premature mortality, chronic disease, social isolation, and preventable health complications—conditions closely tied to systemic inequities, social determinants of health, and longstanding disparities in access to care.

This Strategic plan reflects DAAA's belief that progress is not only possible-its already underway! DAAA aims not only to address the immediate challenges identified in the Dying Before Their Time reports, but also to transform the conditions that contribute to early mortality and poor health outcomes. DAAA is ready for bold solutions, modernized systems, and a more connected network of supports that prioritize early intervention, coordinated care, caregiver support, culturally responsive services, and expanded access to home -and community-based supports - regardless of race, income, or ZIP code.

Strategic Framework

These four elements are DAAA's foundational approaches to each goal in this plan.



T

TRANSFORM

Transformation drives us to rethink how aging services are delivered in our communities. It pushes our goals beyond maintaining the status quo and towards boldly redesigning systems so older adults experience care that is more responsive, equitable, and centered on their lived realities.



I

INNOVATE

Innovation fuels our commitment to creative problem-solving. It shapes our goals by encouraging new partnerships, fresh technologies, and imaginative solutions that expand access, strengthen independence, and meet seniors where they are- with tools that match the moment.

MODERNIZE

Modernization ensures our goals align with today's world, creating a resilient agency and network. From upgrading internal systems to streamlining service delivery, modernization sharpens our efficiency, eliminates outdated barriers, and positions DAAA as a 21st-century leader in aging services.



M



S

SUSTAIN

Sustainability grounds our goals in long-term impact. It reminds us that our strategies must not only work today, but persist and remain financially, operationally, and socially viable for future generations of older adults, caregivers and communities.

GOAL ONE

EXPAND AND ENHANCE HOME AND COMMUNITY- BASED SERVICES (HCBS)



By 2030, achieve:

- Increasing the number of older adults accessing HCBS by 20% annually.
- Expanding HCBS caregiver support participation by 25%, including respite and training programs.
- Increasing HBPC enrollment for homebound older adults by 30% each year.
- Increasing the number of Direct Care Workers trained or credentialed by 15%.
- Increases in CHW-led outreach, engagement, or navigation by 10% yearly.
- Maintain overall client satisfaction rate of 95% or higher.
- Reductions in average referral-to-service connection time by 10%.

Goal 1:

Expand and Enhance Home and Community-Based Services (HCBS)

Objectives

- Strengthen support and services for family and informal caregivers, including education, respite, financial guidance and culturally responsive resources.
- Expand access to housing, home repair, and transportation services to support aging in place and improve community mobility.
- Increase availability of Home-Based Primary Care and a broader array of HCBS programs that support independent living for older adults and adults with disabilities.
- Build workforce capacity by expanding pathways and advancement opportunities for Direct Care Workers and Community Health Workers.
- Strengthen service coordination, assessment tools, and quality improvement to streamline access and ensure high standards of care, including innovative use of technology and AI.
- Establish emergency response protocols and partnerships to ensure timely and responsive action and engagement to ensure the safety of our constituents.

Action Steps

- Expand Caregiver training programs to support aging in place and dementia care; Launch caregiver support programs and develop a centralized HCBS navigation guide for caregivers and older adults.
- Engage with housing developers and partner with businesses, corporations, and transportation providers to create affordable housing initiatives and increase access to safe, affordable transportation.
- Pilot innovative HCBS delivery models (mobile units, neighborhood care hubs) that expand access to care; Partner with healthcare systems, Medicare, and Medicaid providers to further delivery of service.
- Conduct regular evaluations of HCBS performance and client experience and use findings to guide improvement; integrate AI tools within HCBS for process progression.
- Develop, document, and implement a coordinated emergency response framework that includes communication protocols both internally and externally to support a timely response.

GOAL TWO

STRENGTHEN PARTNERSHIPS AND COMMUNITY COLLABORATION



By 2030, achieve:

- Increase the number of active collaborative partnerships (with MOUs, shared initiatives, or referral pathways) by 10% annually.
- Achieve a year-over-year increase in referrals to priority programs (HBPC, Home repair, housing, caregiver services, technology).
- Increase engagement of underserved populations by 20% annually.
- Established partner network for older adults and caregivers.

Goal 2:

Strengthen Partnerships and Community Collaboration

Objectives

- Expand and strengthen partnership that enhance caregiver support, respite services, and peer-to-peer engagement.
- Collaborate with health systems, Medicare, and Medicaid providers to expand access to HBPC and covered long-term services and supports.
- Build a coordinated, cross-sector community partner network that integrates services, reduces fragmentation, and improves continuity of care especially for the underserved populations.
- Expand partnerships that address social determinants of health, including housing, home repair, food access, financial literacy and transportation.
- Partner with AARP Michigan, municipalities, Wayne County, and SEMCOG to expand the Age Friendly livable communities.

Action Steps

- Create a shared partner directory and referral system.
- Host biannual cross-sector collaboration summits.
- Develop joint grant proposals with partner organizations.
- Implement neighborhood-based coalition meetings to strengthen community presence.
- Further develop and build out CareLinkMI to connect older adults, caregivers, and professionals to community resources.

GOAL THREE

ADVANCE TECHNOLOGY
FOR SERVICE DELIVERY
AND ORGANIZATIONAL
EFFICIENCY

By 2030, achieve:

- Increase regional virtual training enrollment by 3-5% across caregivers and older adults yearly (education & resources).
- Target nationwide caregiver and older adult virtual training completion with increase of 10%.
- Reduce service processing or referral time by 10% using AI-assisted tools and streamlined workflows.
- Train 100% of staff and providers on AI literacy and required digital skills by year 2028.
- Increase participant and caregiver use of telehealth and virtual tools by 10% annually.
- Increased reimbursement of HBPC remote patient monitoring devices to strengthen digital infrastructure (intake, coordination, reporting).



Goal 3:

Advance Technology for Service Delivery and Organizational Efficiency

Objectives

- Use modern technology and AI-digital systems to streamline intake, service coordination, eligibility screening, reporting, and data tracking.
- Expand technology-enabled care delivery, including telehealth, remote monitoring, and digital caregiver support tools.
- Strengthen data analytics and AI-assisted tools to improve decision-making, identify service gaps, and enhance program outcomes.
- Increase digital literacy and equitable access to technology for staff, providers, older adults, and caregivers.
- Transition to a fully digital, paperless organization to improve efficiency, data security, accessibility, and environmental sustainability.
- Implement a centralized intranet to improve internal communication, document management, and cross-department collaboration.

Action Steps

- Pilot virtual assistant technology to support intake and resource navigation.
- Enhance digital infrastructure to support remote patient monitoring.
- Enhance cybersecurity infrastructure and data governance protocols.
- Roll out AI-supported tools for case management, forecasting, and service mapping.
- Provide mandatory AI literacy and technology training for all staff.
- Implement standardized electronic systems for documentation, records management, workflows, and approvals across all departments, supported by training and clear policies.
- Design and launch a secure, user-friendly intranet that houses policies, procedures, templates, training resources, and internal communications, with defined ownership and regular content updates.

GOAL FOUR

ENSURE ORGANIZATIONAL
SUSTAINABILITY AND
GROWTH



By 2030, achieve:

- Increase annual diversified revenue by 10%, including corporate, philanthropic, and grant funding.
- Grow reserves or contingency funding to 6 months of operating expenses to strengthen financial stability.
- Secure funding commitments or feasibility milestones toward the DAAA HBPC and Respite Care facility by 2030.
- Increase donor, partner, and community investment by 15% annually, measured through gifts, sponsorships, and engagement.
- Create an increase in fund development by 25%.

Goal 4: Ensure Organizational Sustainability and Growth

Objectives

- Secure sustainable and diversified funding to support current programs and future expansion.
- Develop and strengthen workforce capacity and staffing models to support organizational growth that include competitive compensation, leadership training, and retention strategies.
- Develop long-term financial planning, risk mitigation, and operational sustainability strategies.
- Enhance business development and operational infrastructure to support growth in medical, management service organization (MSO) and home-based service delivery.
- Explore and implement new revenue-generating opportunities aligned with DAAA's mission and service model.
- Continue to promote and support servant leadership model, culture, and philosophy.
- Establish a foundation to enhance fund development activities and attract donors to support new programs and services.

Action Steps

- Use data dashboards to monitor financial and operational metrics monthly.
- Implement succession planning and leadership pipeline programs.
- Develop workforce models and strategies for improved efficiency.
- Conduct a full organizational operational review every two years.
- Create scalable EAP services for the local business community.

GOAL FIVE

LEAD ADVOCACY EFFORTS FOR OLDER ADULTS AND VULNERABLE COMMUNITIES

By 2030, achieve:

- Increase legislative engagement by 20% annually, measured through documented touches, responses, and policymaker participation in DAAA events.
- Establish and maintain at least 5 active advocacy coalition partners, with quarterly joint actions (meetings, letters, testimonies, campaigns).
- Grow community participation in advocacy efforts by 10%, tracked through town hall attendance, survey responses, and calls-to-action engagement.
- Produce and share at least 4 data-driven tools annually (dashboards, infographics, issue briefs) to inform policymakers and partners.
- Achieve progress on at least 2 policy priorities per year, demonstrated through legislative actions, funding decisions, or systems improvements.



Goal 5:

Lead Advocacy Efforts for Older Adults and Vulnerable Communities

Objectives

- Advocate for increased federal, state, and local investment in aging services, including caregiver support, Long Term Care, HCBS, and HBPC.
- Educate key administrative and legislative stakeholders on DAAA's innovative aging services, healthcare coordination, and community support programs, emphasizing the positive outcomes and impact being achieved for older adults.
- Advance legislation and policy reforms that remove barriers to long-term supports, strengthen Medicare and Medicaid coverage, and protect family caregiver benefits.
- Create special events that will assist with educating constituents on advocacy for policy changes, as well as federal and state funding.
- Elevate the voices and lived experiences of older adults, caregivers, and underserved communities in policy development and decision-making.
- Build and mobilize strong advocacy coalitions with community partners to advance equitable aging policies and long-term systems change.

Action Steps

- Convene annual policy roundtables with elected officials and community leaders.
- Leverage relationships with targeted administrative and legislative leaders to assist DAAA in securing state grants and budget requests to support its aging services.
- Publish an annual legislative impact report.
- Coordinate education advocacy training for older adults and caregivers, and other constituents.
- Establish a DAAA ambassador program to elevate community voices around the needs of the community and increase funding.
- Develop rapid response teams to mobilize around public emergencies.
- Develop rapid response teams to mobilize around emerging policy issues.

GOAL SIX

STRENGTHEN COMMUNICATIONS, BRANDING, AND COMMUNITY ENGAGEMENT



By 2030, achieve:

- Increase community engagement across communication channels by 20% annually (social media, website traffic, newsletter metrics).
- Increase public awareness of DAAA services and SDOH impact by 10%, measured through surveys, event feedback, and digital analytics.
- Ensure 100% adoption of standardized branding and messaging guidelines across departments and materials.
- Increase positive media coverage and public mentions of DAAA by 20% per year, highlighting services and community impact.

Goal 6:

Strengthen Communications, Branding, and Community Engagement

Objectives

- Increase caregiver-centered communications, including outreach on available supports and benefits.
- Improve multilingual, culturally responsive communication about Medicare, Medicaid, and HCBS programs.
- Build an integrated marketing and communications strategy to elevate DAAA's brand and program visibility.
- Strengthen digital presence through website modernization, social media engagement, and accessible content.
- Use storytelling, data visualization, and community partnerships to build trust and influence public perception.
- Expand DAAAS reach and relevance by engaging multiple generations of older adults and caregivers through targeted, aspirational, and inclusive communications that reposition the organization as a trusted resource for aging well across all demographics.

Action Steps

- Refresh the agency's website to be more informative and interactive. This will include embedding the utilization of an agency's mobile application.
- Launch quarterly community impact newsletters.
- Expand multilingual outreach campaigns.
- Develop a media engagement plan including radio, TV, and digital outreach.
- Update and roll-out new agency logo to reflect the modernization and role of the agency within the metro Detroit community.
- Develop and launch a segmented outreach and engagement strategy that uses data and targeted storytelling to connect with pre-retirees, active older adults, caregivers, and higher-income older adult households through tailored campaigns, partnerships, and community touchpoints that reflect diverse lifestyles, needs, and aspirations.

GOAL SEVEN

INVEST IN PEOPLE AND BECOME A
BEST-IN-CLASS ORGANIZATION



By 2030, achieve:

- Increase staff satisfaction and engagement scores by 3%, as measured through annual surveys.
- Retain 95% of employees through improved retention, supervision, and support systems.
- Ensure 100% of staff complete required training and participate in at least one professional development opportunity annually.
- Decrease recruitment and onboarding timelines by 20% through improved HR processes and technology.
- Recognition of Best Place to Work by 2030.

Goal 7:

Invest in People and Become a Best-in-Class Organization

Objectives

- Foster a supportive, equitable, and inclusive workplace culture that prioritizes well-being and belonging.
- Strengthen recruitment, retention, and workforce stability through competitive compensation, flexible benefits, and modern work models.
- Build strong leadership pipelines through mentorship, coaching, structured career development, and succession plans.
- Strengthen internal communication, alignment, and cross-department collaboration.
- Enhance staff capacity to deliver high-quality services in complex environments through specialized training.

Action Steps

- Implement a comprehensive employee wellness initiative, including mental health supports, resilience training, and burnout prevention strategies.
- Elevate, empower, and energize team members by promoting a culture of connectivity, engagement, and belonging.
- Modernize HR systems, onboarding, and performance evaluation processes to improve transparency, accountability, and employee experience.
- Establish clear career pathways and competency frameworks for every department, aligned with succession planning.
- Expand and enhance the DAAA Leadership Academy, focusing on supervision, strategic thinking, cultural competence, and change management.
- Conduct annual workforce climate and engagement surveys and integrate findings into improvement plans.
- Expand pipeline through relationships and recruitment efforts.

GOAL EIGHT

STRENGTHEN COMPLIANCE AND QUALITY ASSURANCE



By 2030, achieve:

- Achieve 95% compliance across all QA audits and documentation reviews annually.
- Ensure 100% of staff complete mandatory compliance and regulatory training each year.
- Reduce incident reporting errors or documentation deficiencies by 25% through improved training and oversight.
- Publish an annual Quality & Compliance report and complete all required corrective action plans on schedule.
- Malcolm Baldrige recognition.

Goal 8:

Strengthen Compliance and Quality Assurance

Objectives

- Ensure full compliance with federal, state, and local regulations governing aging services, Medicaid/Medicare programs, HCBS delivery, and contractual obligations.
- Build a comprehensive, agency-wide quality assurance (QA) system that supports continuous learning, improvement, and accountability.
- Strengthen internal auditing, monitoring, and enterprise risk-management processes to proactively identify and mitigate issues.
- Integrate advanced data tools—including predictive analytics and AI-supported monitoring—to enhance quality, efficiency, and early detection of risks.
- Establish clear, standardized documentation and reporting practices across all service areas.
- Promote a culture of quality and ethics through ongoing staff training, internal communication, and leadership modeling.
- Improve consumer safety, service consistency, and outcomes through evidence-based QA practices.
- Retain NCQA, CQAR & CARF accreditation.

Action Steps

- Develop a multi-year Compliance & QA Work Plan aligned with regulatory updates, agency priorities, and risk assessments.
- Deploy real-time digital quality dashboards tracking key indicators (timeliness, service accuracy, documentation quality, client outcomes, and safety events).
- Become a Malcolm Baldrige recognized agency.
- Implement AI-assisted auditing tools to flag inconsistencies, incomplete documentation, and potential compliance issues.
- Provide mandatory annual training on regulatory requirements, ethics, documentation standards, privacy rules (HIPAA), data security, and incident reporting.
- Strengthen vendor, subcontractor, and provider monitoring through standardized performance reviews, corrective action processes, and compliance scoring.
- Create a uniform incident reporting, investigation, and follow-up system with escalation pathways for critical events.
- Engage external auditors every two years to validate internal controls, QA processes, financial compliance, and operational quality.
- Integrate consumer feedback, complaints, appeals, and satisfaction surveys into a continuous quality improvement (CQI) cycle.
- Publish an annual Quality & Compliance Report summarizing trends, strengths, corrective actions, and future priorities.



Conclusion

Together, these strategic goals position the Detroit Area Agency on Aging to serve as the top of the spear in the transformation of the conditions that drive early mortality and poor health outcomes for older adults and vulnerable communities. By expanding home and community-based services, strengthening partnerships, leveraging technology, investing in our workforce, and leading bold advocacy, DAAA affirms its commitment to equity, accountability, and innovation in aging services. From 2026 to 2030, we will measure our progress, elevate the voices of older adults and caregivers, and continuously adapt to ensure that every person we serve has the opportunity to age with health, dignity, and purpose, regardless of race, income, or ZIP code.

GLOSSARY



Detroit Area
AGENCY ON AGING

NCQA

**National Committee
for Quality Assurance**

CARF

**Commission on Accreditation
of Rehabilitation Facilities**

CQAR

**Clinical Quality
Assurance Review**

HCBS

**Home and Community
Based Services**

HBPC

**Home Based
Primary Care**

MOU

**Memorandum of
Understanding**

AI

**Artificial
Intelligence**

QA

**Quality
Assurance**

DCW

**Direct Care
Worker**

CHW

**Community Health
Worker**

EAP

**Employee Assistance
Program**

SEMCOG

**South East
Michigan Council
of Governments**