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Resources

American Podiatric Medical Association

Getting More Help

APMA's staff, comprised of approximately 60 professionals, is dedicated to promoting foot and ankle health, member service and professional excellence. Looking toward the future, the APMA will continue to advance the growth and stability of podiatric medicine by increasing nationwide awareness of foot and ankle health through public education and legislative advocacy.

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beta feedback





Foot Health



Walking Tips for Seniors



TIP	WHY	HOW
Warm up and cool down.	Stretching improves circulation and decreases build-up of lactic acid - the chemical by-product that causes muscles to ache. It also helps alleviate any muscle stiffness and prevents future muscle strain. As a result, you can walk further, longer and injury free.	Before and after walking allow ample time to perform a few simple movements, stretching the hamstrings, calves, achilles tendons and shins.
Choose proper footgear.	Buying shoes is the only real expenditure necessary for walking, so don't cut corners on your shoe budget; treat your feet well!	If you experience swelling in your feet, try on athletic shoes in the afternoon - when your feet are most swollen - to ensure an accurate fit. Look for a shoe that is stable from side to side; well-cushioned; enables you to walk smoothly and comfortably; and gives you enough room to wiggle your toes, yet be snug in the heel. Also, look for shoes that carry the American Podiatric Medical Association's Seal of Approval.
Pay attention to your feet.	Changes and/or pain in the feet and ankles are not normal and could indicate a serious foot ailment or circulatory problem. Warning: Self-treatment can turn a minor problem into a major one, making fitness more difficult.	Become familiar with your feet and ankles by examining them - before and after - walking. If you notice red spots, swelling, or other abnormalities, including numbness, tingling or burning, consult a podiatric physician as soon as possible.
Walk on soft ground.	With age, the natural shock absorbers (or "fat padding") in your feet deteriorate, as does bone density, particularly in women. These factors combined make seniors prone to stress fractures. Softer ground is more foot-friendly, producing less shock than harder surfaces.	If possible, walk on grass or dirt paths that are flat, even and well manicured.
Avoid walking in cold weather.	Cold weather causes numbness, limiting your ability to detect trauma or wounds to the feet. It also makes surfaces harder, exerting undue shock on the feet and ankles.	Head to the local mall or walk at an indoor track or exercise facility.
If you have diabetes, use extra precaution.	If you suffer from diabetes, you are prone to infection from even minor injuries. Many people with diabetes experience a loss of sensation in the feet, making it difficult to detect injury. Untreated or improper self-treatment of ailments could lead to serious, permanent damage or possible amputation.	Check your feet daily for redness, blisters or injury. If you experience any numbness, tingling or have wounds or abnormalities of any kind, see a podiatric physician immediately.

Exercise smart.

Establishing an exercise program is a huge undertaking, and even the most minimal injury could "sideline" you for days - even months. Knowing your limit and exercising with caution can ward off injuries and frustration.

Set appropriate and realistic goals. Pace yourself, choose an activity you like, increase your exercise program gradually, and pay attention to what your body, including your feet, tells you. Drink fluids on hot days or during very strenuous activities, to avoid heat stroke and heat exhaustion.

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HEALTH & AGING

AgePage

Foot Care

When Lenny fell in love, he said he was "swept off his feet." When Abdul wasn't sure about retiring, his wife said he had "cold feet." Lilliana was so sensible, her kids always said she had "both feet on the ground." Everyone agrees it's important to put "your best foot forward."

Be kind to your feet. Years of wear and tear can be hard on them. So can disease, bad circulation, poorly trimmed toenails, and wearing shoes that don't fit. Foot problems are sometimes the first sign of more serious medical conditions such as arthritis, diabetes, and nerve or circulatory disorders.

Step in the Right Direction

Practice good foot care. Take a look at your feet often; use a mirror to look at the bottoms of your feet. Look for cuts, blisters, and ingrown toenails. Ask a member of your family for help if you need it. If you have diabetes, be sure to check your feet every day.

Remember to put your feet up when you are sitting down. This helps the circulation in your feet. So can stretching, walking, or having a gentle foot massage. A warm foot bath is also helpful. Make sure your feet are dry before you put on your shoes. Wear shoes when you're outside. If you are sitting for a long time, stand up and move around every now and then. If you cross your legs, reverse or uncross them often. Don't smoke.

If you have a problem with your feet, your family doctor can help, or you can see a doctor who treats feet, called a podiatrist.

Make Sure The Shoes Fit

Wearing comfortable shoes that fit well can prevent many foot problems. Here are some tips for making sure your shoes fit.

- Shoe size may change as you age, so always have your feet measured before buying shoes. The best time to measure your feet is at the end of the day when your feet are largest.
- Most of us have one foot that is larger than the other. Make sure your shoes fit your larger foot.
- Don't buy shoes without trying them on first. Shoe sizes can vary depending on the kind, make, and style. For example, the size you wear for sneakers may not be the same size you need for dress shoes.
- Walk in the shoes to make sure they feel right. The heel of the shoe should not slide up and down when you walk.
- Choose a shoe that is shaped like your foot. Styles with high heels or pointed toes can hurt your feet.
- Stand up when trying on shoes to make sure there is about 1/2 inch between your toe and the end of the shoe.
- Make sure the ball of your foot fits comfortably into the widest part of the shoe.
- Don't buy shoes that feel too tight and hope they will stretch.
- The upper part of the shoes should be made of a soft, flexible material.
- Soles should give solid footing and not slip. Thick soles cushion your feet when walking on hard surfaces.
- Low-heeled shoes are more comfortable, safer, and less damaging than high-heeled shoes.

Something's Afoot: Common Problems

Fungal infections, such as athlete's foot, happen because our feet are in shoes most of the time. Shoes are warm, dark, and moist—the perfect place for fungus to grow. A fungus can cause dry skin, redness, blisters, itching, and peeling. It can be hard to cure. Over-the-counter anti-fungal powders or creams can help. If your foot does not get better within 2-4 weeks, talk to your doctor.

To prevent infections:

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- Keep your feet clean and dry. Be sure to dry the area between your toes.
- Change your shoes and socks or stockings often to help keep your feet dry.
- Don't buy tight shoes.
- Try dusting your feet every day with talc-free foot powder.

Dry skin can cause itching and burning feet. Use mild soap in small amounts and a cream or lotion on your legs and feet every day. Be careful about adding oils to bath water since they can make your feet and bathtub very slippery.

Corns and calluses are caused by pressure when the bony parts of your feet rub against your shoes. Corns usually appear on the tops or sides of toes while calluses form on the soles of feet. Wearing shoes that fit better or using non-medicated pads may help. While bathing, gently rub the corn or callus with a washcloth or pumice stone to help reduce the size. To avoid infection, do not try to shave off the corn or callus. See your doctor, especially if you have diabetes or circulation problems.

Warts are skin growths caused by viruses. They may be painful and can spread if not treated. Some over-the-counter products may help to get rid of warts. See your doctor for treatment.

Bunions are swollen and tender joints that can develop at the base of your big toes. They tend to run in families. Bunions can also be caused by shoes that are too small or have pointed toes. If a bunion is not too painful, wearing shoes cut wide at the toes and middle part of the foot (instep) or shoe inserts may help. Taping or padding the bunion may bring relief. Some over-the-counter pain medicine may lessen pain and reduce swelling. Talk to your doctor if you are in pain. Sometimes surgery is needed to relieve the pressure and repair the toe joint.

Ingrown toenails are caused by a piece of the nail piercing the skin. This can happen if you don't cut your toenails straight across so the corner of the nail can be seen above the skin. Use clippers made to cut toenails. Ingrown toenails are very common in the large toes. A doctor can remove the part of the nail that is cutting into the skin.

Neuromas are the result of a build-up of tissue around an inflamed nerve in the foot. They may cause tingling, numbness, or pain in the ball of your foot and toes. This may cause you to lose your balance. Shoes that are too narrow or have high heels can make the problem worse. See your doctor. Sometimes, inserts put in your shoes can help.

Hammer toe is caused by a shortening of the tendons that control toe movements. The toe joint grows and pulls the toe back. Over time, the joint gets bigger and stiffens as it rubs against shoes. This can affect your balance. More space in the shoe or stocking can help. In very serious cases, surgery may be needed.

Spurs are bony bumps that grow on bones of your feet. They are caused by stress on the feet. Standing for long periods of time, wearing badly fitting shoes, or being overweight can make spurs worse. Sometimes spurs are painless. At other times, they can hurt. Treatments for spurs include foot supports, heel pads, and heel cups. Sometimes surgery is needed.

Swollen feet may happen when you have been standing for a long time. If your feet and ankles stay swollen, it may be a sign of more serious health problems. See your doctor for a check-up.

Be Alert

Both diabetes and peripheral artery disease can cause poor blood flow to the feet, which can cause scrapes or bruises to become infected more easily. This makes good foot care very important. Make sure to check with your doctor if you develop a sore on your foot that does not heal.

Don't Get Off on the Wrong Foot

Good foot care and regular foot checks are an important part of your health care. Your doctor should look at your feet often. If you have foot problems, don't be afraid to talk to your doctor.

For More Information

Here are some helpful resources:

American Podiatric Medical Association

9312 Old Georgetown Road
Bethesda, MD 20814-1621
1-800-275-2762 (toll-free)
www.apma.org

American Orthopaedic Foot and Ankle Society

6300 North River Road, Suite 510
Rosemont, IL 60018
1-800-235-4855 (toll-free)

www.aofas.org

For more information about health and aging, contact:

National Institute on Aging Information Center

P.O. Box 8057

Gaithersburg, MD 20898-8057

1-800-222-2225

1-800-222-4225 (TTY/toll-free)

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Visit [NIHSeniorHealth \(www.nihseniorhealth.gov\)](http://NIHSeniorHealth.gov), a senior-friendly website from the National Institute on Aging and the National Library of Medicine. This website has health information for older adults. There are also special features that make it simple to use. For example, you can click on a button to have the text read out loud or to make the type larger.

National Institute on Aging

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INDEX

FRONT PAGE

PAGE TWO

More Headlines

- [General Features](#)
- [Find Help](#)
- [SENIOR ALERTS](#)
- [Baby Boomers](#)
- [Odds & Ends](#)

Health-Fitness

- [Aging](#)
- [Alzheimer's & Dementia](#)
- [Fitness](#)
- [Health/Medicine](#)
- [Medical Research](#)
- [Nutrition/Vitamin](#)

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- [Medicare](#)
- [Medicare Drug Program](#)
- [Medicare Q&A - Dear Marci](#)
- [Medicaid](#)
- [Social Security](#)
- [Social Security, Medicare Q&A](#)

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- [Senior Stars](#)
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- [Travel](#)
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Do your shoes match

Aging Feet Get Longer, Wider, Flatter, Thinner

July 11, 2005 - If style is the main objective when you select shoes, your feet may suffer, especially as you age. Over time, your feet become wider and longer and the natural padding under your heel and forefoot thins. Years of use also flatten your arches and stiffen your feet and ankles. Aging boomers and senior citizens need to match their shoes to these changes.

If you often wear shoes that are too short or too narrow, you may develop foot deformities such as bunions, calluses or corns, hammertoes or pinched nerves between your toes. Wearing better-fitting shoes reduces your chances of developing deformities or making them worse.

The July issue of Mayo Clinic Women's HealthSource offers these tips when selecting shoes:

- > Try on shoes later in the day. Feet can swell as the day wears on.
- > Fit shoes to your largest foot. Your feet aren't equally matched, so have both measured.
- > Make sure there's at least a half-inch for your longest toe at the end of each shoe when you're standing. You should be able to wiggle all toes.
- > Make sure your heel doesn't ride up and down when you walk.
- > Leave too-tight shoes behind. There's no such thing as a break-in period.
- > Look for shoes that are solidly constructed, conform to your feet and have cushioned soles that absorb the shock of hard surfaces.
- > Try a lace-up style. A shoe that ties can be adjusted for better comfort and support



> Look for a natural material, such as leather, on the upper portion of the shoes because it's usually softer and provides more flexibility than a man-made material.

If you have diabetes, osteoporosis, rheumatoid arthritis or other conditions that put you at risk of foot problems, ask your doctor what other precautions are recommended.

More about Aging Feet

By American Podiatric Medical Association

Whether due to neglect or abuse, the normal wear and tear of the years causes changes in feet. As persons age,



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their feet tend to spread, and lose the fatty pads that cushion the bottom of the feet. Additional weight can affect the bone and ligament structure. Older people, consequently, should have their feet measured for shoe sizes more frequently, rather than presuming that their shoe sizes remain constant. Dry skin and brittle nails are other conditions older people commonly face. Finally, it's a fact that women, young and old, have four times as many foot problems as men, and high heels are often the culprits.

Observing preventive foot health care has many benefits. Chief among them are that it can increase comfort, limit the possibility of additional medical problems, reduce the chances of hospitalization because of infection, and lessen requirements for other institutional care.

Keep Them Walking

Studies show that care for a bedridden patient costs much more than care for an ambulatory patient. In their private practices and in foot clinics, podiatric physicians are providing services designed to keep older people on their feet, and they serve in hospitals and nursing homes across the country.

Records indicate that amputations and other forms of surgery due to infections of the feet, many brought about by diabetes, have been significantly reduced in recent years because of early diagnosis and treatment. Further reduction in this area is a goal of Healthy People 2010, a US Department of Health and Human Services campaign endorsed by podiatric physicians, to encourage understanding and application of preventive medical practices.

Foot Health Tips

- Properly fitted shoes are essential; an astonishing number of people wear shoes that don't fit right, and cause serious foot problems.
- A shoe with a firm sole and soft upper is best for daily activities.
- Shop for shoes in the afternoon; feet tend to swell during the day.
- Walking is the best exercise for your feet.
- Pantyhose or stockings should be of the correct size and preferably free of seams.
- Do not wear constricting garters or tie your stockings in knots.
- Never cut corns and calluses with a razor, pocket knife, or other such instrument; use over-the-counter foot products only with the advice of a podiatrist.
- Bathe your feet daily in lukewarm (not hot) water, using a mild soap, preferably one containing moisturizers, or use a moisturizer separately. Test the water temperature with your hand.
- Trim or file your toenails straight across.
- Inspect your feet every day or have someone do this for you. If you notice any redness, swelling, cracks in the skin, or sores, consult your podiatrist.
- Have your feet examined by a DPM at least twice a year.

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[Back to Top](#)

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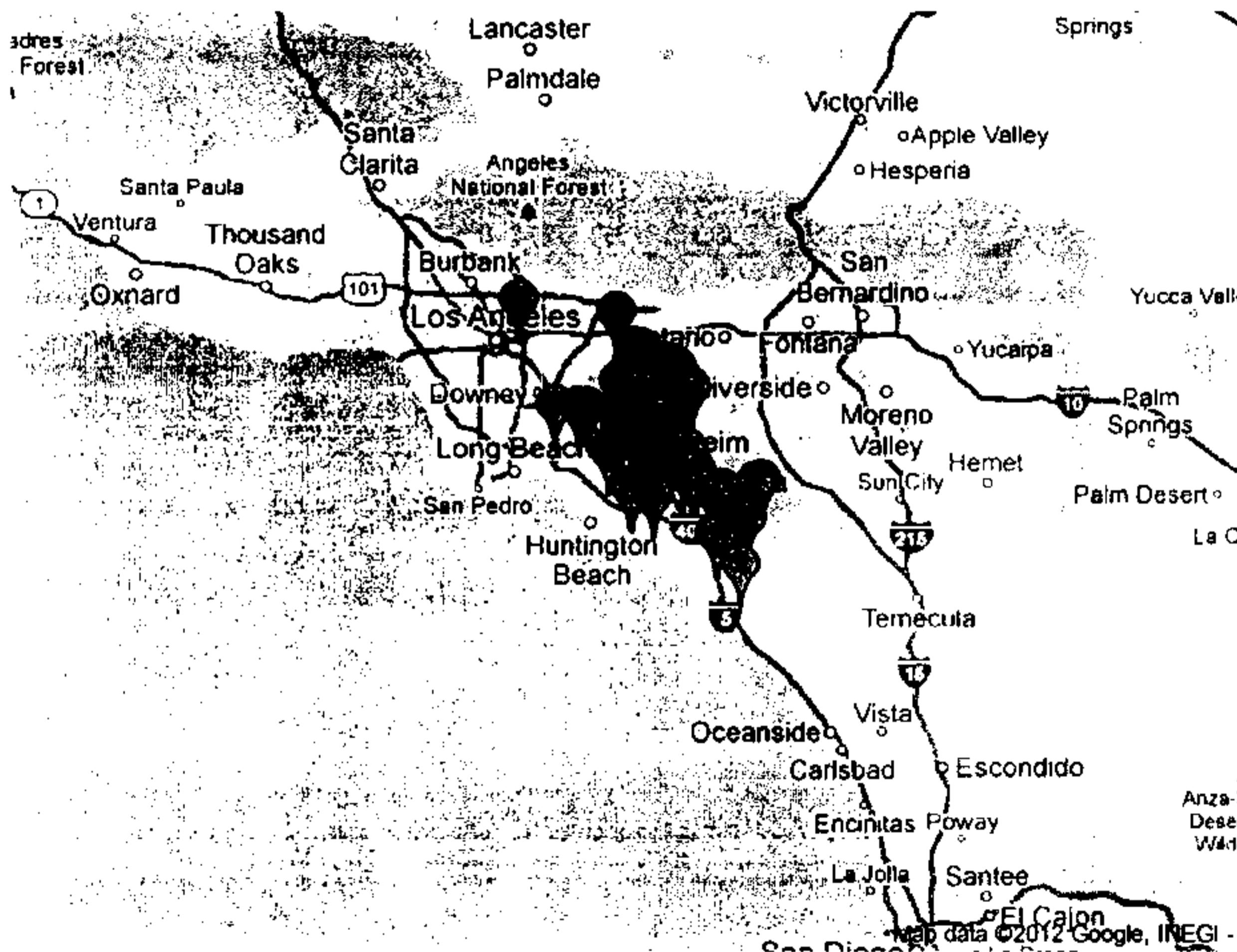
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- [About Us](#)
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 - [Mission Statement](#)
- [Members](#)
 - [California Reimbursement Q&A](#)
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714.765.4510

Anaheim - West Anaheim Senior Center - 2271 W. Crescent
Anaheim, Ca.
714.765.3415

Anaheim Hills - Japanese American Association
505 South Villa Real # 103, Anaheim Hills, CA 92807.
714.283.3551

Brea - Brea Senior Center - 500 S. Sievers Avenue
Brea Ca. 92821.
714.990.7750

Buena Park Senior Activity Center - 8150 Knott Avenue

Buena Park Ca. 90620.

714.236.3870

Corona Del Mar/Newport Beach - Oasis Senior Center

800 Marguerite, Corona Del Mar, Ca. 92625.

949.644.3244

Costa Mesa - Costa Mesa Senior Center - 695 West 19th Street

Costa Mesa, Ca 92627.

949.645.2356

Cypress - Cypress Senior Center - 9031 Grindlay

Cypress, Ca. 90630

714.229.2005

Dana Point - Dana Point Senior Center

34052 Del Obispo, Ste. B, Dana Point, 92629

949.496.4252

Fountain Valley - Founder's Village

17967 Bushard St , Fountain Valley, Ca.

714.593.4446

Fullerton - Fullerton Senior Multi-Service Center

340 West Commonwealth, Fullerton, CA. 92832

714.738-6305

Garden Grove - H. Louis Lake Senior Center

11300 Stanford Avenue, Garden Grove, CA

714.741.5253

Garden Grove - Korean American Federation of Orange County

9888 Garden Grove Blvd, Garden Grove, Ca. 92844

714.530.6419

Garden Grove - St. Anselm's Cross-Cultural Community Center

13091 Galway Street, Garden Grove, Ca.

714.537.0608

Huntington Beach - Huntington Beach Senior Outreach

1718 Orange H, Huntington Beach, Ca.

714.960.2478

Irvine - Lakeview Senior Center - 20 Lake Road

Irvine, Ca. 92604

949.724.6900

Irvine - Merage Jewish Community Center of Orange County -

One Federation Way, Irvine, Ca 92603

949.435.3400 / 714.445.4950

Irvine - Rancho Senior Center - 3 Ethel Coplen Way

Irvine, Ca

949.724.6800

La Habra - La Habra Community Center - 101 W. La Habra Blvd.

La Habra, Ca. 90631

562.905.9708

Laguna Beach - Laguna Beach Seniors Susi Q! 380 Third St.

Laguna Beach CA 92651

949.464.9535

Florence Sylvester Senior Center - 23721 Moulton Parkway

Laguna Hills, Ca 92653

949.380.0155

Laguna Niguel - Sea Country Senior and Community Center

24602 Aliso Creek Road, Laguna Niguel, CA

949.425.5151

**Lake Forest- City of Lake Forest Senior Center
25550 Commerce Center Dr. Lake Forest, CA
949-461-3400**

**Los Alamitos - Los Alamitos Recreation Department Senior Center
10911 Oak Street, Los Alamitos, CA
562.430.1073**

**Midway City - Midway City Community Center - 14900 Park Lane
Midway, CA
714.898.0203**

**Mission Viejo - Norman P. Murray Community Senior Center
24932 Veterans Way, Mission Viejo, CA
949.470.3062**

**Orange - North Orange Senior Center - 16561 E. Lincoln
Orange, CA
714.998.4010**

**Orange - Orange Senior Center - 170 South Olive Street
Orange, CA
714.538.9633**

**Orange- El Modena Senior Center- 18672 E Center St.
Orange, CA 92869
714.532.3595**

**Placentia - City Operated Senior Center 143 South Bradford
Placentia, CA
714.986.2332**

**Rancho Santa Margarita - Bell Tower Regional Community Center
22232 El Paseo Rancho Santa Margarita, Ca 92688
949.216.9700**

**San Clemente - San Clemente Senior Center - 242 Avenida del Mar
Sam Clemente, CA
949.498.3322**

**San Juan Capistrano - San Juan Capistrano Senior Center
25925 Camino del Avion, San Juan Capistrano
949.443.6358**

**Santa Ana - Asian American Senior Center - 850 N. Birch Street
Santa Ana, CA
714.765.4510**

**Santa Ana - Santa Ana Senior Center - 424 W. Third Street
Santa Ana, CA 92701
714.647.6540**

**Santa Ana - Vietnamese Hope Community Center
1538 Century Blvd. Santa Ana, CA
714.265.1181**

**Santa Ana - Vietnamese Community of Orange County
1618 West 1st Street , Santa Ana, CA
714.558.6009**

**Santa Ana - Southwest Senior Center (City operated)
2201 West McFadden Avenue, Santa Ana, CA 92701
714.647.5306**

**Seal Beach - Seal Beach Senior Center 707 Electric Avenue
Seal Beach, CA 90740
562.799.9660**

**Stanton- Stanton Community Center. 11822 Santa Paula St.
Stanton, Ca. 90680
714.379.0129.**

Tustin - Tustin Area Senior Center - 200 South "C" Street

Tustin, Ca. 92704

714.573.3340

Westminster - Abrazar Senior Center 7101 Wyoming

Westminster, Ca. 92683

714.893.3581

Westminster - Westminster Senior Center

8200 Westminster Blvd. Westminster, Ca. 92683

714.895.2878

Yorba Linda - Yorba Linda Senior Center - 4501 Casa Loma

Yorba Linda, Ca. 92886

714.961.7181

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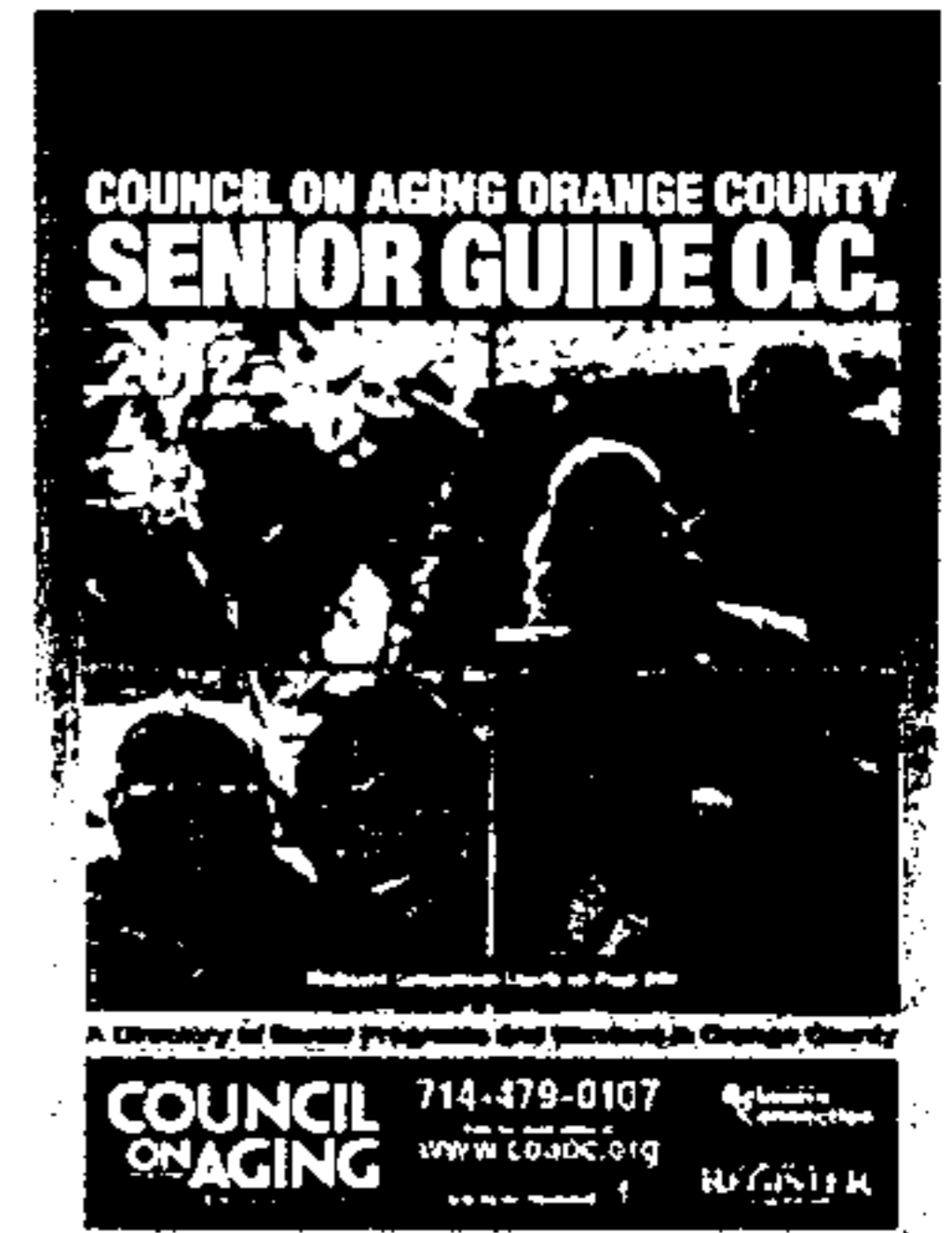
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Education & Outreach

The Council is dedicated to community education addressing aging and disability challenges experienced by older adults. Please view our calendar for the latest workshops and classes being offered.

Programs & Services



Council on Aging provides free programs to Orange County vulnerable and disabled adults and their caregivers regardless of income or ethnicity.

- Caregiver Workshop: Roadmap for the Sandwich Generation
- Roadmap to Medicare
- Roadmap To Long Term Care
- Balance & Mobility Low Impact Exercise Class

For additional learning opportunities, view our 2012 Education Calendar.

*** Council on Aging**
The Council on Aging–Orange County is a private non-profit 501 (c) (3) corporation, serving more than 75,000 individuals each year.

*** Give Now**
Your donation will make a difference.

Sign up for our Email News
[GO](#)

*** Call Us**
714-479-0107
HICAP: 714-560-0424
www.coaac.org

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CA.gov About CDA

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This Site California

HOME FIND SERVICES PROVIDERS & PARTNERS DATA & STATISTICS CAREER OPPORTUNITIES

Welcome to the Department of Aging

...promoting the independence and well-being of older adults, adults with disabilities, and families through

Access to information and services to improve the quality of their lives;

Opportunities for community involvement; and

Support for family members providing care; and

Collaboration with other state and local agencies.

Learn more about CDA

1 2 3



Providers & Partners Providers & Partners

AAA - Area Agencies on Aging

ADHC/CBAS - Adult Day Health Care/Community-Based Adult Services

HICAP - Health Insurance Counseling and Advocacy Program

LTCOP - Long-Term Care Ombudsman Program

MSSP - Multipurpose Senior Services Program

SCSEP - Senior Community Service Employment Program

EBHP - Evidence-Based Healthy Aging Program

Change Text Size: | T T

Find Services

Services By County

Programs & Services

Where To Call For Local Services

Additional Resources

Contact CDA

Connect With Us

Office of Governor
Jerry Brown
Visit his Website 

Secretary
Diana S. Dooley
Visit her Website 

OC Home >> Office on Aging

Welcome to Office on Aging



The Orange County Office on Aging serves as the lead advocate, planner and facilitator relative to all aging issues on behalf of all older persons in Orange County. Together with our partners, the Office on Aging provides a full range of older adult services which are listed throughout the website, including information and assistance on programs and services available for older adults and their caregivers.

The Office on Aging is committed to helping older adults experience the highest possible quality of life. Our pledge is to keep this site current and ever-evolving to reflect the needs of the community.

Latest News

June 2012

Just a few Farmers' Market Vouchers still available

Each Farmers Market booklet contains \$20 worth of coupons to be used at an Orange County WIC-approved certified farmers' market to pay for fruits, vegetables, and cut herbs. The coupons expire November 30, 2012.

Eligibility requires being:

- 1) at least 60 years of age;
- 2) low-income; and
- 3) able to pick up the vouchers at the Office on Aging in Santa Ana or send a proxy to sign on your behalf.

Call the Office on Aging at **1-800-510-2020** or **1-714-567-7500** for more information on how to obtain a farmers' market voucher.

WIC-approved farmers' markets


Save the Date!

SAVE THE DATE
3rd Annual Central County
Senior & Caregiver Expo
 Co-Hosted By Supervisor Janet Nguyen and OC Office on Aging



August 25, 2012
7:30 A.M.-11:30 A.M.
Crystal Cathedral, Garden Grove

In partnership with...



[Download flyer](#)

National Council on Aging's Economic Security Initiative


Financial scams targeting seniors have become so prevalent that they're now considered "the crime of the 21st century." Why? Because seniors are thought to have a significant amount of money sitting in their accounts.

Ten Scams Targeting Seniors

Millions of older adults fall prey to financial scams every year. Use our tips to help protect yourself or an older adult you know.

Top Eight Ways to Protect Yourself From Scams

Provided by National Council on Aging



Better Choices.
Better Health

An online self-management workshop for people with ongoing health conditions.

LEARN MORE

Exhibit

V

Meeting at a Glance

9 am - 5 pm
CPMA House of Delegates

6:30 am - 6 pm
Conference Registration

8 am - 4 pm
Podiatric Medical Assistants' Workshop: Radiology Course

8 am - 6 pm
General Sessions

9:30 am - 4 pm
Exhibit Hall Open

1:30 - 5 pm
Workshop: Surgical Solutions in Charcot Reconstruction

6 - 8 pm
Workshop: Solutions in Forefoot Surgery

6 am - 6 pm
Conference Registration

7 am - 6 pm
General Sessions

8 am - 3:15 pm
Podiatric Medical Assistants' Program

8:30 am - 12 pm
Workshop: Billing & Coding

8:30 am - 12 pm
Workshop: History & Physical

9:30 am - 4 pm
Exhibit Hall Open

1:30 - 5 pm
Workshop: Soft Tissue and Excisional Biopsies

1:30 - 5 pm
Workshop: Solutions in Posterior Tibial Tendon Dysfunction

4 - 6 pm
Podiatric Medical Assistants' Workshop: Beginning Billing, Coding, and Collections

4 - 6 pm
Podiatric Medical Assistants' Workshop: Office Managers

7 - 11 pm
CENTENNIAL CELEBRATION

6 am - 6 pm
Conference Registration

7 am - 6 pm
General Sessions

8 am - 3:15 pm
Podiatric Medical Assistants' Program

9:30 am - 4 pm
Exhibit Hall Open

1:30 - 5 pm
Workshop: Ankle Arthroscopy

1:30 - 5 pm
Workshop: Rearfoot Arthrodesis Procedures

4 - 6 pm
Podiatric Medical Assistants' Workshop: Biomechanics

6 - 7:30 pm
CSPM Alumni Reunion Reception

8 am - 12 pm
General Sessions

California Podiatric Medical Association

acarrick@podiatrists.org
2430 K Street, Suite 200
Sacramento, CA 95816

Exhibit

W



Consumer
Affairs

PERFORMANCE APPRAISAL

FOR

EXECUTIVE
OFFICER



Executive Officer
PERFORMANCE APPRAISAL

BOARD OF: _____

Name: _____ Date of Report: _____

INSTRUCTIONS

- I. The Performance Appraisal process system is based on the principle that performance should be evaluated on a regular basis in order to provide recognition of effective performance and as a tool to provide guidance in improving future performance.
 - II. The Performance Appraisal may also be used relative to salary issues. For example, when a General Salary Increase is approved by the Governor and the Legislature, or if the Executive Officer is not at the maximum range of salary, the Board may be empowered to grant a pay-for-performance (PFP) salary increase for the Executive Officer. To qualify for such increases, the Executive Officer must meet performance expectations, as determined by the Board. This form can thus also document the Board's recommendation to grant or deny a salary increase.
 - III. To indicate the rating of any performance factor, an "X" mark should be placed in the appropriate rating column and in the "Overall Rating" column on each page. Additional spaces have been provided to accommodate other critical performance factors identified by the Board.
 - IV. Comments to the Executive Officer should:
 - include factual examples of work especially well or poorly done, and
 - give suggestions as to how performance can be improved.
 - V. The Overall Ratings must be consistent with the factor ratings and comments, but there is no prescribed formula for computing the overall rating.
 - VI. Overall Comments may consist of a summary of comments from specific categories, general comments or comments on other job-related factors which the rater wishes to discuss. Additional pages may be attached.
 - VII. The Rater (Board President, or designee) will discuss the appraisal with the Executive Officer and give him or her a copy. In signing the appraisal, the Executive Officer merely acknowledges that s/he has seen the appraisal and has discussed it with the rater. His/her signature does not indicate agreement with the ratings or comments.
 - VIII. The original copy of the appraisal will be maintained by the Department of Consumer Affairs, in the Executive Officer's Official Personnel File.
-

Department of Consumer Affairs

EXECUTIVE OFFICER
PERFORMANCE APPRAISAL
RATING SYSTEM

The rating system consists of five categories, as defined below:

Outstanding

Performance significantly exceeds the Board's expectations due to the efforts and ability of the employee when considering the job in its entirety. Significantly above-standard performance may be exhibited by consistently completing assignments in advance of deadlines; implementing plans and/or procedures to increase efficiency or effectiveness of work; working independently with little direction; and consistently meeting Board goals.

Above Average

Performance exceeds the Board's expectations due to the efforts and ability of the Executive Officer when considering the job in its entirety. Performance is beyond what is expected of an Executive Officer in this position.

Average

Performance of the Executive Officer meets the minimum expectations of the Board. The Executive Officer adequately performs the duties and responsibilities of the position.

Needs Improvement

The Executive Officer's performance fails to meet the Board's minimum expectations due to lack of effort and/or ability when considering the job in its entirety. Performance requires improvement in numerous and/or important aspects of the position.

Not Applicable

Rater is unable to assess the Executive Officer in this area, or the area is not applicable to the employee's job.

Executive Officer
PERFORMANCE APPRAISAL

OVERALL RATING

The overall rating must be consistent with the factor rating and comments, but there is no prescribed formula for computing the overall rating. The rating system is described on page 3.

- OUTSTANDING**
- ABOVE AVERAGE**
- AVERAGE**
- NEEDS IMPROVEMENT**

OVERALL COMMENTS (attach additional pages, if necessary)

I HAVE PARTICIPATED IN A DISCUSSION OF OVERALL JOB PERFORMANCE

Signature of Employee: _____

Date: _____

Signature of Rater: _____

Date: _____

Title: _____

Salary Increase recommendation (if applicable): No increase _____ % Increase

Department of Consumer Affairs

**Executive Officer
PERFORMANCE APPRAISAL**

Performance Factors		Ratings				
Relationship with the Board		Outstanding	Above Average	Average	Needs Improvement	Not Applicable
1	Maintains respect and trust of Board members.					
2	Provides Board with advice during consideration of issues.					
3	Keeps Board informed of progress of Board programs on a regular basis.					
4	Remains impartial and treats all Board members in a professional manner.					
5	Functions as effective liaison between Board and Board Staff.					
6	Provides Board with complete, clear, and accurate reports, minutes, etc.					
7	Responds promptly to requests for information.					
8	Is readily available to Board members.					
9	Responds to constructive suggestion/criticism.					
	OVERALL RATING - Relationship with the Board					

Comments:

Department of Consumer Affairs

Executive Officer
PERFORMANCE APPRAISAL

Performance Factors		Ratings				
	Execution of Board Policy	Outstanding	Above Average	Average	Needs Improvement	Not Applicable
1	Understands and compiles with the overall policies, laws and regulations of the Board.					
2	Implements Board policies.					
3	Efforts lead toward successful accomplishment of goals.					
	OVERALL RATING - Execution of Board Policy					

Comments:

Department of Consumer Affairs

Executive Officer
PERFORMANCE APPRAISAL

Performance Factors		Ratings				
	Board Programs	Outstanding	Above Average	Average	Needs Improvement	Not Applicable
1	Ensures effective and efficient management of enforcement programs.					
2	Keeps Board apprised of enforcement program and process developments.					
3	Maintains security of examination process.					
4	Monitors validity/defensibility of examinations and provides appropriate recommendations for action.					
5	Monitors and identifies trends in candidate qualifications, pass/fail rates, etc.					
6	Resolves problems which arise in the exam process.					
7	Keeps Board apprised of exam program and process developments.					
8	Keeps Board apprised of licensing program and process developments.					
	OVERALL RATING - Board Programs					

Comments:

Department of Consumer Affairs

**Executive Officer
PERFORMANCE APPRAISAL**

Performance Factors		Ratings				
	Governmental Relations	Outstanding	Above Average	Average	Needs Improvement	Not Applicable
1	Keeps the Department of Consumer Affairs informed of Board issues, problems, and accomplishments.					
2	Maintains a positive working relationship with other State Agencies.					
3	Manages Board legislative program and efforts.					
4	Manages sunset review process.					
5	Acts a liaison and participates in national organizations, federations or alliances.					
6	Represents the Board before the Legislature.					
	OVERALL RATING - Governmental Relations					

Comments:

Department of Consumer Affairs

**Executive Officer
PERFORMANCE APPRAISAL**

Performance Factors		Ratings				
Administrative Functions		Outstanding	Above Average	Average	Needs Improvement	Not Applicable
1	Plans, organizes and directs Board administrative functions and staff.					
2	Provides oversight, direction and management of the Board's annual budget, expenditures and revenues.					
3	Keeps Board apprised of budget developments.					
4	Identifies, recommends and, as directed, seeks necessary changes to laws and regulations through proposed legislation and/or the OAL.					
5	Ensures compliance and enforcement of departmental, state and federal policies and procedures.					
6	Develops and executes sound personnel practices and procedures.					
	OVERALL RATING - Administrative Functions					

Comments:

Department of Consumer Affairs

Executive Officer
PERFORMANCE APPRAISAL

Performance Factors		Ratings				
	Public Liaison	Outstanding	Above Average	Average	Needs Improvement	Not Applicable
1	Represents the Board before the public					
2	Directs consumer outreach programs.					
3	Manages Board's public relations effort.					
4	Directs liaison with educational institutions.					
5	Solicits and gives attention to problems and opinions of all groups and individuals.					
6	Represents the Board before industry associations to provide information regarding the Board's laws, regulations, programs and policies.					
	OVERALL RATING - Public Liaison					

Comments:
