



Area Plan on Aging

Federal Fiscal Years 2018 – 2021

“Our mission is to help seniors and people with disabilities live in the setting of their choice by engaging community resources and supporting caregivers.”

26 Crosby Drive, Bedford, MA 01730
Main: (781) 272-7177
Toll Free: (888) 222-6171
MassRelay: 711 or (800) 439-2370 (TTY/ASC11)
www.minutemansenior.org

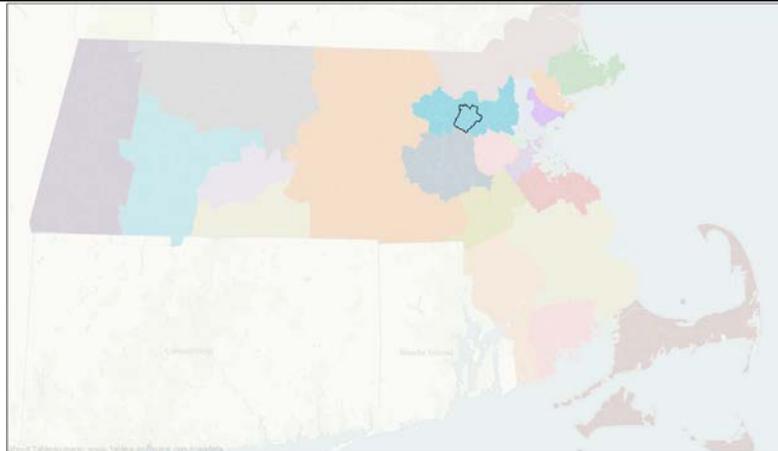
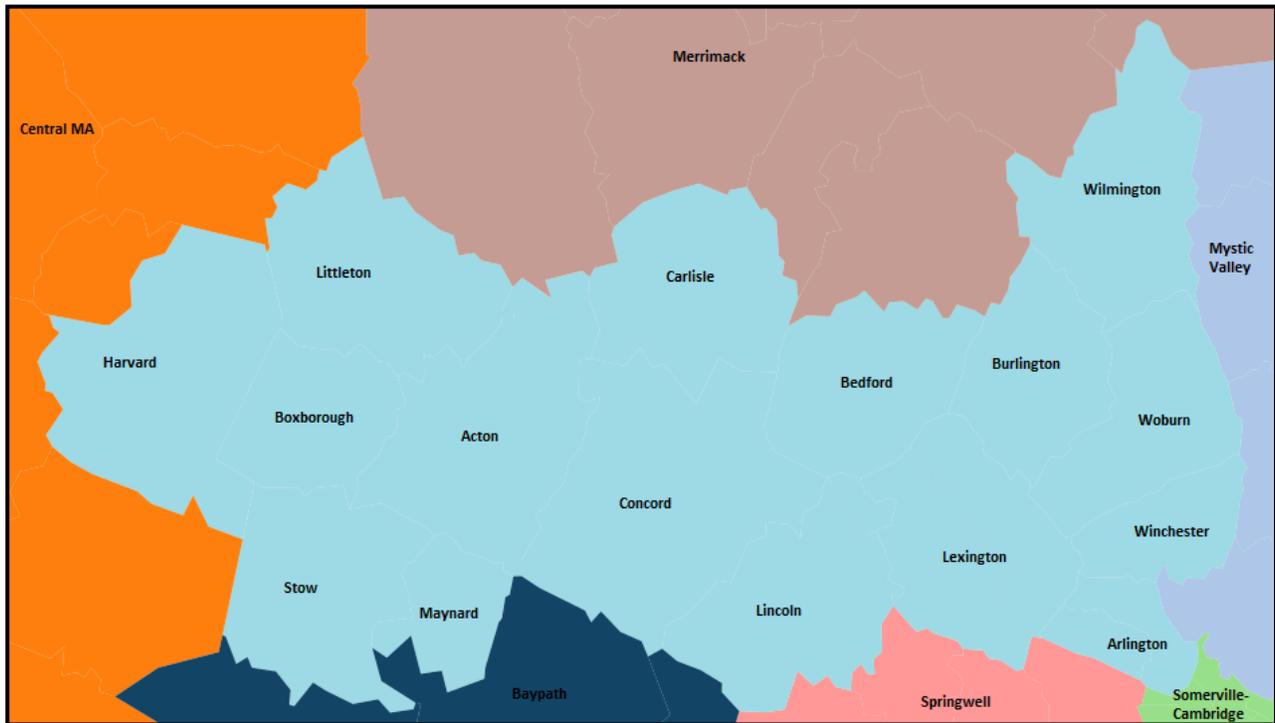
Table of Contents

Planning and Service Area Map	3
Executive Summary	4
Needs Assessment Summary	6
Funding Priorities for FFY2018-2021	8
Focus Area Summary	10
Quality Management	16
FFY2018-2021 Goals and Objectives	17
Attachment A: Area Agency on Aging Information Requirements	19
Attachment B: Minuteman Senior Services Organizational Chart	23
Attachment C: Population Increase Data	24

Planning and Service Area Map

Minuteman Senior Services, Inc.
Area Agency on Aging/Aging Services Access Point
www.minutemansenior.org

26 Crosby Drive
Bedford, MA 01730
MAIN: 781-272-7177
FAX: 781-229-6190
MASSRELAY: 711 or (800) 439-2370 (TTY/ASC11)



Executive Summary

Established in 1975, Minuteman Senior Services (Minuteman) is the hub of a network of support services that has been helping people live independently in their own homes and communities for over 40 years. Our mission is to help seniors and people with disabilities live in the setting of their choice by engaging community resources and supporting caregivers. Minuteman Senior Services is one of 26 states designated Aging Services Access Points and one of 670 federally designated Area Agencies on Aging. The federal designation of Area Agency on Aging stems from the 1965 passage of the Older Americans Act, as amended, which was established to “create a comprehensive and coordinated system of care for older Americans”. Through the Older Americans Act, the federal government created the Administration for Community Living, and their mission statement is “All people, regardless of age or disability, should be able to live where they choose, with the people they choose, and with the ability to participate fully in their communities. Every person should have the right to make choices and to control the decisions in and about their lives. This right to self-determination includes decisions about their homes and work, as well as all the other daily choices most adults make without a second thought”. Each state was required to designate an office in state government to address aging issues called the State Unit on Aging, which in Massachusetts is the Executive Office of Elder Affairs. A final requirement of the Older Americans Act was that each State Unit on Aging was charged with contracting on a regional level to provide Area Agencies on Aging, which plan for and monitor the needs of all people over the age of 60, and their caregivers, within their designated geographic area.

Minuteman serves 16 communities, mostly suburban areas, with several rural towns and one city, which are located on the outskirts of MetroBoston. In FY17 over 30,000 people accessed our over 20 programs and services. Our largest programs include our State Home Care Program which supports over 2,000 unduplicated individuals in their own homes by providing care management and home care services. Our Nutrition Program served 179,000 meals in FY17 to homebound individuals and over 56,800 meals at our Senior Dining sites. Minuteman is also designated by the Executive Office of Elder Affairs to investigate reports of elder abuse, neglect, self-neglect, and financial exploitation, and in FY17 we supported 775 individuals through this program. Federally funded programs include the Serving the Health Needs of Everyone (SHINE) Program, which helps individuals navigate the health insurance system, to determine which plans best meet their needs, in FY17 we served 4,458 people through this program. Our Family Caregiver Support Program helps to support caregivers in their challenging role by providing support and resources in FY17 we served 1700 people, including those who attended our events, as well as help lead evidence-based programs such as Powerful Tools for Caregivers and Savvy Caregiver which in FY17 served 39 caregivers. Our Ombudsman Program which provides advocacy around resident rights for long term care residents served 38,032 people in FY17. Our Information and Referral program supported 12,121 inquiries in FY17, by providing resources and information. Some of our newer programs include the Community Hospital Acceleration, Revitalization and Transformation (CHART) initiative with both Emerson Hospital and Winchester Hospital with the aim of reducing 30 day hospital readmissions for persons identified at risk. Minuteman’s social workers have reduced readmissions with participating consumers in the intervention by over 50%. Another new initiative Minuteman developed provides additional supports and resources to consumers with a diagnosis of Alzheimer’s disease

or Dementia. As part of this initiative we are able to provide Registered Dietician consults in the home to caregivers in an effort to help increase better nutrition outcomes for consumers. The preliminary results show 92% of participating consumers made progress on their goals.

As an Area Agency on Aging, we create an Area Plan every four years. As part of the Area Plan preparation, we conduct needs assessment activities throughout our sixteen communities. Needs assessment activities included surveys, focus groups and discussions at large public gatherings. Populations that responded included members of the Lesbian, Gay, Bisexual and Transgender (LGBT) community, low income seniors, caregivers, Holocaust survivors, Southeast Asian seniors, Asian seniors, disabled individuals, non-English speaking seniors and professionals who work with seniors, disabled adults and caregivers (including first responders, Council on Aging staff and local public health workers). Over our 40 years of operating as an Area Agency on Aging, two trends that continually are identified as areas of need include more affordable housing options and access to public transportation, particularly for persons with disabilities and those living in rural areas. A new and prevalent need that was identified throughout all groups was the issue of economic insecurity. This was reflected in respondents concerns about being able to afford to stay in their own homes; affordability of assisted living facilities if additional care is needed; ability to pay for health care and medications; and for some families, the ability to pay for in-home services.

As we move forward over the course of the next four years, Minuteman Senior Services has created goals and objectives that align with the findings that were reported throughout our needs assessment activities. These goals include expanding our reach and service delivery to underserved populations, including people under 60 with disabilities, ethnic communities, and the LGBT community. Minuteman will measure the effectiveness and quality outcomes of Older Americans Act core programs and how they impact population health management. We will provide additional opportunities for consumer choice in service and program offerings, and ensure that our leadership and staffing represent the cultural diversity within our communities and that our program and service offerings reflect cultural competency. We will modify our existing programming in an effort to better respond to the opioid crisis.

Minuteman Senior Services is currently engaged in our own strategic planning process, in which these goals and objectives will be incorporated. As part of our mission as an Area Agency on Aging, our responsibility is to advocate for those residing in our planning and service area, especially given the uncertainty of policies and funding on the federal level. Minuteman will continue to serve as a strong advocate and focal point for all seniors, disabled adults and caregivers and we will work with our local partners to bring appropriate and effective services and programs to the communities we serve.

Needs Assessment Summary

In preparation for the development of the FFY2018-2021 Area Plan Minuteman Senior Services conducted several Needs Assessment activities in late 2016. A requirement of the Federal government under the Older American's Act, Needs Assessment activities are intended to identify areas of concern or "need" for people age 60 and over and their caregivers, living in Minuteman's service area. The Needs Assessment is a critical tool in the development of the Area Plan and helps to shape our goals, strategies and funding priorities for the future. In late 2016 Minuteman Senior Services conducted several focus groups, and as well as surveyed the following underserved populations:

- Lesbian, Gay, Bisexual and Transgender (LGBT) Elders (22 people attended this focus group)
- Low Income Elders (286 surveys returned from home care consumers)
- Asian Elders (60 people attended this presentation)
- Southeast Asian Elders (30 people attended this presentation)
- Disabled Elders (20 people attended presentation)
- Minorities (7 surveys returned from home care consumers self- identified as minority)
- Non English Speaking Consumers (included in Asian Elder and Southeast Asian Elder groups, as surveys were given in multiple languages)
- Holocaust Survivors (6 surveys returned from Holocaust Support Group)
- First Responders and Community Partners (Council on Aging Directors and Staff) (10 people attended this meeting and 16 COA staff returned surveys)

Areas of Concern Identified:

Amongst respondents to surveys and participants in Needs Assessment stakeholder sessions the three areas of most concern were 1) Financial Stability 2) Transportation Access and 3) Affordable Housing. Historically all three of these areas have been identified as areas of concern from both the local standpoint as well as from the state.

Financial security is defined as having enough means to meet cost of things such as housing, medications, health care, food and other basic needs. The area of financial stability was most reported as an area of concern, with 52% of total respondents addressing this as a primary concern. For many living in our catchment area, their largest asset is their home, and their financial security is tied very closely to their home. Estimates from the 2016 Elder Economic Security Standard Index suggest that half of all older adults living alone lack the financial resources required to pay for basic needs.

Of the respondents, 43% reported inadequate accessibility to public transportation as a need within their respective communities. Lack of accessible public transportation was more prevalent amongst respondents from our rural communities of Carlisle, Lincoln, Stow and Harvard. A rural community is defined as a municipality with fewer than 500 people per square mile.

The third area of most concern was that of affordable housing with 34% of respondents stating this was area of greatest concern. Many stated that the rising cost of housing, including rentals and real estate taxes were an issue. Most respondents reported wanting to remain in their own homes, but were unsure if they would be able to afford this choice. This is balanced with the availability of affordable housing options, within their respective communities. For elders who might need additional support or care, they would consider assisted living as an alternative, but the cost of such care is prohibitive.

Additional areas of concern that were reported were the following:

- ***Access to social assistance programs:*** Respondents specifically focused on access to programs that would help support financial stability as one ages. These include, but are not limited to, Social Security, Medicaid, Medicare and food stamp benefits.
- ***Cultural competency:*** This was identified by our LGBT focus group as well as other underserved populations such as linguistic and ethnic minorities. Most felt that long term care services and programs needed additional support around training in cultural competencies and additional options to better support these communities.
- ***Social Isolation:*** This was self-identified as being a concern for elders, but identified as a significant need by professionals engaged with elders, particularly by first responders and Councils on Aging partners. There was a sense that there are many elders living in our communities who are unknown to most, and only become known when there is a crisis, usually of a medical nature. Professionals supporting elders expressed need for increased outreach to these residents, with the hope of offering support and resources to mitigate potential crisis situations.
- ***Mental Health/Depression:*** This was identified as a concern mostly by professionals' respondents. Many reported that usually the "crisis" situations or most difficult to reach and serve are individuals with undiagnosed or untreated mental health conditions. Lack of funding for mental health services was attributed as a factor in most communities, as well as lack of in home and/or consumer agreeing to care, were also identified as needs.
- ***Cost of Health Care:*** This was identified at many of our focus group sessions as being a concern, especially to those over the age of 60. Many reported taking several different medications and were concerned about rising cost of medications, in addition as overall costs of health care.
- ***Long Term Care Supports:*** Some identified this as being an area of concern especially around cost of long term care both in home services and for long term care in facilities. Others reported (as mentioned above) need for more culturally appropriate options for care and for choice in care.

Funding Priorities for FFY2018-2021

Minuteman Senior Services has set forth the following funding priorities for Title III funds for FFY2018-2021 based on the results of the Needs Assessment.

Title IIIB – Supportive Services:

- *Information and Referral Services* - Our Information and Referral Specialists respond to over 10,000 calls annually. Our staff is trained to listen and engage callers in conversations that touch on long term care services and supports, economic security, housing and transportation needs and provide needed resources.
- *In Home Services* - Minuteman's Community Care Coordinators provide support and validation of caregivers' and consumers' experience through one on one home visits to those who wish to learn more about programs and services offered through Minuteman and throughout the community. Community Care Coordinators create a person centered action plan utilizing their knowledge of community resources and benefit screenings to over the consumer's priorities forward.
- *Access* - Minuteman Senior Services provides Title IIIB grant funds to community partners that offer transportation to low income underserved populations within our catchment area.
- *Legal* - Minuteman Senior Services provides Title IIIB grant funds to a community partner that offers free, civil legal services to our most vulnerable consumers. This funding has helped to stave off evictions for many low income, underserved seniors, as well as restore public benefits for those most in need.

Title IIIC-Nutrition Services:

- *Home Delivered Meals* - The Meals on Wheels (MOW) program delivers a hot lunch, socialization and safety checks to homebound, vulnerable seniors who are unable to provide good nutrition for themselves and often live alone and may not have any other social contact.
- *Congregate Meal Sites* - Minuteman Senior Services manages a variety of senior dining sites where people can gather and socialize over a nutritious meal.

Title IIID - Preventive Health; Evidence Based Programs and Services:

- *Healthy Living Program* - Our evidence-based Healthy Living programs help people learn how to manage their own health in a supportive environment. These programs provide tools and strategies for living with chronic conditions, such as diabetes, arthritis, asthma and heart disease. Evidence-based programs also help reduce stress and improve self-care for caregivers, and to improve the activity level of many seniors and prevent falls.

Ombudsman Program:

- The Ombudsman Program provides a means for persons in long term care facilities to voice their concerns and have their complaints addressed by volunteers who are trained to serve as advocates and mediate issues with nursing facility staff. Ombudsman staff and volunteers help to protect the rights of nursing home residents as well as provide resources and guidance to their loved ones.

Focus Area Summary

The Administration for Community Living has identified three major “focus areas” to be addressed through the 2018-2021 Area Planning Process.

- Older Americans Act Core Programs-** Minuteman Senior Services’ mission is to help seniors and people with disabilities live in the setting of their choice by engaging community resources and supporting caregivers. The programs offered through the Older Americans Act (OAA) and services we provide as both an Area Agency on Aging and an Aging Services Access Point (ASAP) are vital to ensuring we carry out this mission.

Nutrition Services: Our Nutrition Program enables Minuteman to address the unmet nutrition needs of consumers, and prevent potential adverse nutrition events for these individuals. In FY17 we served over 179,000 meals to homebound elders through our Meals on Wheels Program. As we look forward to an increased aging population (see Attachment C) Minuteman is identifying areas where we see a likely increase in need within our nutrition program, both in terms of growth and the need for more diversified meal offerings, including cultural needs. Over the past four years, Minuteman has continued to grow our Chinese meal offerings, as well as our Indian meal program at the Burlington Council on Aging (COA). We have increased availability of Chinese meals to all of our Senior Care Options consumers, and we have increased our financial contribution to promote increased attendance at the Indian meals offered once per week at the Burlington COA. We expect to add a second site for Indian meal offerings through the Town of Lexington Council on Aging.

We have further identified the need to provide medically-tailored therapeutic meals and increased nutritional counseling to consumers to improve health outcomes. In late 2016, Minuteman was awarded a grant through the Executive Office of Elder Affairs which enabled us to enhance nutritional services to State Home Care consumers with a diagnosis of dementia or other related Alzheimer’s diagnosis. Through this grant, and through a second grant from Meals on Wheels America that targeted Title III home-delivered meal recipients, we were able to gather valuable data and best practices about how to educate caregivers and providers regarding healthy nutrition. Through a grant funded by the National Resource Center on Nutrition and Aging (NRCNA) aimed at developing business acumen among nutrition programs, we implemented a program that examined the role of our nutrition program in reducing hospital readmission rates. Our Nutrition Program’s baseline 30 day hospital readmission rate is 20% for consumers receiving Meals on Wheels. Given demand and limited resources within our current funding for nutrition, Minuteman seeks to establish business partnerships with local health care entities to fund specific medically-tailored meals and nutritional counseling, with the aim of promoting medical dietary compliance, improving health outcomes, and addressing food insecurity issues. As our numbers of Meals on Wheels participants grows, we recognize the need to better support the diverse cultural and medical needs of our consumers in a more robust way.

Information, Referral, and Community Outreach: In FY17, Minuteman’s Information and Referral Department responded to 12,121 inquires, which is a 15% increase over the past four years. In response to the growth in volume and to ensure timely response, we introduced a web-

based referral form, which offers a secure mechanism to generate a new referral to Minuteman. In response to cultural shifts within our geographic catchment area, Minuteman has increased our multi-cultural outreach efforts. Needs assessment interviews identified segments of our population that do not know how to access information about available services and programs that can help support seniors at home. Given this, we have increasingly been offering translated presentations, including the Serving the Health Information Needs of Everyone (SHINE) program in Hindi and Mandarin languages. Minuteman Senior Services will work to provide outreach and publicity in different languages and presentations at community sites with translation services in an effort to broaden our reach to include underserved populations.

We further identified an ability to be more inclusive with the LGBT community. We have modified language and symbols in our literature, assessments and website that indicate we are a LGBT friendly organization and we will continue to work with this population in an effort to best meet their needs.

Another important area that was identified in our needs assessment work was the importance of having affordable housing options, across the continuum. This is true throughout all stages of housing needs; independent housing, assisted/ supported and nursing facility/long term care. Beyond access to affordable housing, additional barriers to housing were faced by the following; those with dementia/Alzheimer's diagnosis; persons with significant mental health issues; persons with past criminal history backgrounds; Veterans; persons who identify as LGBT and those with unique cultural needs such as vegetarian or Chinese food at long term care facilities. The issue of affordable housing is compounded by the need for emergency housing or homeless shelters, as these are non-existent in our catchment area. Many of these groups are marginalized and or not eligible to reside in traditional affordable housing models.

Minuteman Senior Services currently contracts with the Executive Office of Elder Affairs to provide supportive housing program in conjunction with the Town of Arlington Housing Authority. Within this model, we have a Care Manager on site to provide better coordination of services, offer information and resources to all residents and organize social activities. Over this next year, Minuteman will enhance wellness screening and social programs that both outreach and address the health, recreational and social/emotional needs of the diverse residents at our supportive housing site. We hope to expand our contracts for supportive housing sites, should they be available, as these models help to support the need for affordable housing, as well as the need for more coordinated in home care. We will also work to advocate for more inclusive affordable housing opportunities and emergency shelters for those who are homeless, within our sixteen communities.

Family Caregiver Support: Support to caregivers is core to Minuteman's mission, and the Massachusetts Family Caregiver Program is one mechanism by which we address the unmet needs of persons who identify in a caregiving role. Caregivers are often overwhelmed and sometimes unprepared for their role. The Family Caregiver Program helps to provide prevention strategies to support overall caregiver health and assist with resources to support both the care recipient and caregiver.

In an effort to reach more caregivers Minuteman has implemented an outreach program which provides caregiving information packets to all State Home Care consumers with an identified caregiver. Family Caregiver Program staff conducts a follow-up call to these caregivers to introduce their services, offer additional resources and supports. Beyond this outreach, we offer the evidence-based “Powerful Tools for Caregivers” class. The positive response from participants resulted in the establishment of an alumni group for caregivers who have participated in this program and seek facilitated, ongoing peer support. This year, we expanded our psycho-educational caregiver support with the “Savvy Caregiver” program, which is aimed at providing education and support to caregivers with a loved one who has dementia, Alzheimer’s disease or other related dementia.

As part of our strategic planning, Minuteman also plans to provide more healthy living programs to underserved populations, including a program for caregivers of those with developmental disabilities.

- 2. Participant-Directed/Person Centered Planning** - Minuteman Senior Services strives to provide participant directed, person centered care and planning throughout all of the services and programs we provide. This is a core value of our mission as an agency, and in our role as the lead agency within our Aging and Disability Resource Consortium (ADRC).

In our Home Care Program, we provide programs such as the Comprehensive Service and Screening Model (CSSM), which includes assessment, service planning and screening for individuals entering or expected to access the Medicaid/MassHealth long term care benefit. CSSM creates a coordinated person centered approach that ensures the appropriate use of services and supports through a comprehensive clinical assessment. CSSM seeks to impact outcomes such as: greater family and informal caregiver participation in service planning; greater knowledge of community service options; reduction in nursing home length of stay; and an increase in discharges of MassHealth/Medicaid members from nursing facilities.

Two programs that were initiated in the last four years were Money Follows the Person (MFP) waiver program and Intensive Care Management (ICM). Though both programs were not sustained due to lack of funding, they provided increased training for staff around person-centered planning and care. The Money Follows the Person (MFP Program) waiver program was aimed at providing additional resources to MassHealth/Medicaid recipients age 18 and over, who had been residing in a long term care facility for more than 90 days. The desired outcome for MFP was to provide these individuals with the opportunity to transition back into the setting of their choice. The Intensive Care Management Program offered a more rigorous and time intensive delivery of care management services to individuals with behavioral health issues. These behavioral health issues prevented them from accessing traditional home care services or put them at risk of institutionalization or homelessness, often due to their inability to accept or retain services. This program allowed us to better train staff to support the person centered needs of those with more complex needs and or behaviors.

Minuteman Senior Services also offers the Options Counseling Program as a core service within our ADRC designation. Options Counseling offers short term, person centered counseling to help consumers and caregivers make informed choices about long term care services, supports

and goals. Minuteman has offered this service in various off-site locations including hospitals, rehabs and physician practices. Over the next four years, we intend to broaden our reach by providing more outreach to underserved populations, such as limited English proficiency speakers, socially isolated groups, LGBT communities and younger disabled communities.

Person centered planning is an important part of all programs here at Minuteman, an example of how we are creating programs that revolve around this premise is our DeCluttering Group, which was created in 2015 and is grant funded at least through 2018. This support group is for people struggling with compulsive cluttering. The group runs for 14 weeks and uses the book “Buried in Treasures” an evidence based intervention which provides practices people can use at home. We also offer a progress group that meets biweekly for alumni of the support group. This support group was created as a result of identified needs in our communities of people living often in public housing who were at risk of being evicted over hoarding issues. This group and intervention has helped to stave off evictions and put in place person centered care plans that work for both the consumer and the housing code requirements.

Minuteman Senior Services was selected to serve as a community partner in the Health Policy Commissions’ Community Hospital Acceleration, Revitalization and Transformation (CHART) initiative with Emerson and Winchester Hospitals. CHART is aimed at reducing 30 day hospital readmissions for persons identified at risk. Minuteman provided a hospital-based social worker to engage with patients identified with high readmission diagnose such as chronic obstructive pulmonary disease (COPD) and congestive heart failure (CHF) to provide 30 day transition education to patients being discharged back into the community. This program includes patient engagement tools to help patients identify their own goals. As a direct result of this program, data has shown the sustained impact of the patients enrolled in this program who had 2 or more hospitalizations, in the 6 months prior to CHART involvement, seventy five percent had zero or 1 hospitalization in the 6 months following their CHART involvement.

- 3. Elder Justice** - Minuteman Senior Services is designated by the Executive Office of Elder Affairs to investigate all reports of elder abuse in the sixteen towns within our Planning and Service Area (PSA). The Elder Abuse Law, enacted in 1983, defines elder abuse as any act or omission which results in serious physical or emotional injury to, or financial exploitation of an elder, including: physical abuse, sexual abuse, emotional abuse, neglect, financial exploitation and self- neglect. Reports are made directly to a centralized intake unit, and screened and investigated by our Protective Services staff. Our goal is to provide the least restrictive means of intervention with the goal of maintaining elders in the setting of their choice as independently as possible.

Over the past few years, we have seen an increase in reports with issues around substance abuse and financial exploitation. As a result, the Executive Office of Elder Affairs has created a program called Financial Abuse Specialist Teams (FAST) to provide Protective Services staff with support, resources, and expertise around financial issues. Minuteman Senior Services has joined District Attorney Marian Ryan to participate in her “Senior Protection Program” throughout many of our communities, with the focus on discussing ways that seniors can avoid being victims of scams and elder abuse.

Going forward Minuteman Senior Services Protective Services program will be focused on helping to train first responders and community partners on how to report allegations of abuse, neglect and exploitation in an effort to promote better case collaboration. Protective Services will also be focused on providing increased training for staff around issues such as dementia, capacity, substance abuse and new documentation regulations as set by the state.

Minuteman Senior Services provides the Money Management Program to foster independence by providing bill paying services that help alleviate debt and maintain lifestyle choices. This program also serves to provide individuals who have been victims of financial exploitation to feel a sense of security. We have seen a volume in cases requiring financial management support, particularly given the rise of financial exploitation cases within Protective Services. As a result, Minuteman hired an additional staff person to assist with more complex cases and or those that are more time intensive. We anticipate a growing need for Money Management services, given both the overall volume of Protective Services cases involving financial exploitation, as well as financial security being identified as an unmet need during our needs assessments. Within the Money Management Program, we have seen an increased issue around debt incurred by people who are balancing mounting medical and housing expenditures. Debt management is an area that we see increased need for training for both staff and the community.

Greater Boston Legal Services (GBLS) is a Title III funded program that provides free civil legal services to those age 60 and over in our catchment area. In FY17 GBLS provided 133 consumers with legal services in our area. Beyond routine legal matters, GBLS supports consumers in our sixteen communities, through the Elder Abuse Prevention Project (EAPP). EAPP was created approximately four years ago to address the serious, prevalent and growing problem of elder abuse. EAPP has four components: direct client advocacy; outreach and trainings; creating community based prevention coalitions; and using all forms of media to raise awareness. Many of our consumers' legal cases have their case complicated by elder abuse issues. As a result the consumer's legal issue cannot be resolved unless the elder abuse issue is also addressed. Since the inception of the Project, GBLS has performed outreach and conducted trainings to several thousand people, including older adults and providers serving seniors. Further they have created four community based elder abuse prevention coalitions; Arlington, Woburn, Cambridge and Boston with a fifth planned for Malden. GBLS has also created a small litigation unit within EAPP to litigate on behalf of older adults who have been defrauded out of their homes.

Minuteman Senior Services serves as a partner in identifying elders who have been abused or are at risk of abuse. Minuteman Senior Services is able to collaborate with GBLS by providing protective services, money management services, mental health services, chore services, long term support services and case management services. Minuteman Senior Services has been important partners in several Elder Abuse Prevention Project community based coalitions by frequently presenting at outreach and trainings for EAPP.

Minuteman's Ombudsman Program also functions to protect consumer rights, by advocating and protecting the rights of all individuals residing in long term care facilities. Advocacy services are provided through our network of dedicated, trained volunteers who visit assigned facilities on a weekly basis and work to resolve any identified issues. The volunteers report any issues or findings back to the Ombudsman Program Supervisor. Over the past two years, the

Ombudsman Program has been reviewing and implementing the regulations as part of the Final Rule for the Long Term Care Ombudsman program, as established by the Administration for Community Living within the U.S. Department for Health and Human Services. The changes are the first step in creating uniformity among Ombudsman programs nationally.

The Final Rule outlined enhanced training requirements for new and existing volunteers. It also made changes in the regulations that govern nursing facilities, including, but not limited to, Resident Rights.

The following are some of the regulations that affect resident's rights and quality of care:

- Strengthening the rights of long term care facility residents, including prohibiting the use of pre-dispute binding arbitration agreements
- Ensuring that long term care facility staff members are properly trained on caring for residents with dementia and in preventing elder abuse
- Ensuring that long term care facilities take into consideration the health of residents when making decisions on the levels of staffing a facility needs to properly care for its residents
- Ensuring that staff members have the right skill sets and competencies to provide person centered care to residents. The care plan developed for residents will take into consideration their goals of care and preferences
- Improving care planning, including discharge planning for all residents with involvement of the facility's interdisciplinary team and consideration of the caregiver's capacity, giving residents information they need for follow up after discharge, and ensuring that instructions are transmitted to any receiving facilities or services
- Prohibiting abuse, neglect and exploitation

The Final Rule is being implemented in a staged process over several years. The first of these phases occurred in November 2016, with full implementation expected by November 2019. The focus for the Ombudsman Program will remain that of serving as a resident advocate. With new regulations, the Ombudsman Program will play a vital role in ensuring resident's rights are protected, and areas of deficiency in these areas are addressed within nursing facilities.

Additional training for volunteers will also take place over the next year in areas such as mental health, substance abuse and disability resources, in response to the growth in increased needs to support diverse needs of nursing facilities residents.

Quality Management

The guiding principle of Minuteman Senior Services' quality philosophy is to meet or exceed the requirements or expectations of our consumers.

- **For our consumers and their caregivers:** Minuteman Senior Services will deliver in a competent and compassionate manner high quality, cost effective home and community based services.
- **For our employees:** Minuteman Senior Services will foster a positive work environment that encourages and supports the achievement of professional and personal goals and growth.
- **For our volunteers:** Minuteman Senior Services will offer support, training and endless gratitude in recognition of their generous donation of time worked on behalf of our consumers.
- **For the community:** Minuteman Senior Services will provide access to accurate and timely information, services and support for those in need.
- **For payers:** Minuteman Senior Services will strive to achieve the most positive outcomes in a cost effective manner.

As an agency we strive to provide our consumers with quality services that meet their needs and help them remain independent in their own homes. Minuteman uses many types of data to measure the quality of and satisfaction with the services that we provide. Satisfaction is measured through satisfaction surveys in all our program areas. We also use reports, record reviews and audits to review timeliness of services, needs are being met, consumers are satisfied and billing is correct. We strive for a 90% rating in all areas of quality assurance and address any area that falls under 90% through a quality improvement plan. When ratings are over 90% we often still develop a quality improvement plan as we feel that there is always room for improvement and look for trends or common themes that we would like to address and work on. The Director of Operations and Quality Assurance oversees the overall organizational quality goals and objectives.

The Director of Operations Quality Assurance, along with the Quality Assurance and Compliance Specialist work closely with all program managers in developing and analyzing data. The agency Quality Committee consists of the Director of Operations and Quality Assurance, the Quality Assurance and Compliance Specialist and various representations from all departments and levels within the agency. The Committee meets at least quarterly to review progress with the agency Quality Improvement Plan as well as to work on agency policies and procedures among other projects. The Senior Management team which consists of the Executive Director, Director of Marketing, Director of Finance, Director of Human Resources, Director of Client Services, Director of Community Programs and the Director of Operations and Quality Assurance serve review regularly the agency quality improvement plan and work done by the agency Quality Committee. All quality assurance results and improvement plans are submitted to the group for review.

FFY2018-2021 Goals and Objectives

Goal #1: Expand our Reach and Service Delivery to Underserved Populations, Including Persons Under Age 60 and Disabled, Ethnic Communities and the Lesbian/Gay/Bisexual/Transgender (LGBT) Community.

- Build on our existing Aging and Disability Resource Consortium (ADRC) relationships in an effort to broaden our resource capabilities as an agency and as a community partner.
- Provide Healthy Living Programs to underserved populations, such as Powerful Tools for Caregivers, for caregivers of those with developmental disabilities. Also provide translation services in an effort to reach non English speaking consumers attending these classes.
- Through our Supportive Housing Program at Drake Village, Minuteman Senior Services will enhance wellness screening and social programs that both outreach and address the health, recreational and social/emotional needs of diverse residents.

Goal #2: Measure the Effectiveness, Quality Outcomes and Value of Older American's Act (OAA) Core Programs and How They Impact Population Health Management.

- Implementation of new initiatives such as work to reduce readmissions to hospitals around malnutrition through our Nutrition Program.
- Provide valuable data around Nutrition Interventions for people living with dementia or Alzheimer's diagnosis.
- Analyze data collected for health insurance counseling programs (SHINE/SHIP) that measures the impact on social determinants of health.
- Look to diversify funding sources for these programs so that we can continue to ensure availability of OAA programs to those in need.

Goal #3: Provide Additional Opportunities for Consumer Choice in Service and Program Offerings.

- Establish a baseline measure for person-centered care as part of our satisfaction surveys to consumers, and work to refine our interventions and service delivery to improve our outcomes as these align to each specific program.
- Provide cultural and medically tailored meal choices as part of our Nutrition Program, beyond the current therapeutic and cultural offerings that exist today.
- Offer Chinese and Indian meals in our communities, with initial expansion to a second Indian meal offering each month beginning in fall of 2017.
- Offer frozen meals to patients being discharged from the hospital over the weekends to minimize risk for malnutrition post-hospitalization.
- Advocate for Federal and State funding for housing options that allow for consumers to remain in the setting of their choice.

- Advocate for Federal and State funding for greater transportation options, especially in our smaller more rural communities.

Goal #4: Ensure that as an Organization, Minuteman Senior Services' Leadership and Staffing Represent the Cultural Diversity Within our Communities, and Ensure that our Program Service Offerings Reflect Cultural Competency.

- Establish a recruitment plan for our Board of Directors, Advisory Council, and staff that aims to identify more diverse representation, and look to existing cultural groups in an effort to create awareness about opportunities.
- Create an internal cultural workforce plan to train and educate staff on varying cultures, and identifying interventions that can promote Minuteman's ability to meet the unique needs of these communities.

Goal #5: Modify our Existing Programming in an Effort to Better Respond to the Opioid Crisis.

- Advocate for intergenerational programming that includes availability of social/emotional and recreational services for seniors raising children and grandchildren. One impact of the opioid crisis is a change in family systems, with increasing numbers of grandparents raising grandchildren.
- Provide educational trainings for professionals around financial exploitation with the aim of preventing financial exploitation amongst seniors and persons with disabilities.
- Minuteman will provide Title IIIB funding for Legal Services to help support those aged 60 and over in our Public Service Area who are in need of free civil legal services.

Attachment A: Area Agency on Aging Information Requirements

Area Agencies on Aging must provide responses, for the Area Plan on Aging period (2018-2021), in support of each Older Americans Act citation as listed below. Responses can take the form of written explanations, detailed examples, charts, graphs, etc.

Section 306 (a)(4)(A)(i)

Describe the mechanisms and methods for assuring that the AAA will:

- (aa) set specific objectives, consistent with State policy, for providing services to older individuals with greatest economic need, older individuals with greatest social need, and older individuals at risk for institutional placement;
- (bb) include specific objectives for providing services to low-income minority older individuals, older individuals with limited English proficiency, and older individuals residing in rural areas;

Minuteman Senior Services mission is to help seniors and people with disabilities live in the setting of their choice by engaging community resources and supporting caregivers. Minuteman works very closely with community partners including Councils on Aging, local hospitals, medical practices, first responders, faith communities as well as other community based programs in an effort to reach those with the greatest social and economic needs. We have identified these individuals as, those residing in rural areas, persons at risk of institutional placement, and underserved populations including ethnic minorities, LGBT communities, and limited English proficiency populations.

One of our goals for the next four years will be to expand our reach and service delivery to underserved populations, including persons under age 60 and disabled, ethnic communities and the Lesbian/Gay/Transgender (LGBT) Community. We intend to do this through a variety of ways including, but not limited to:

1. Building on our existing Aging and Disability Resource Consortium (ADRC) relationships in an effort to broaden our resource capabilities.
2. Providing Healthy Living Programs to underserved populations, such as Powerful Tools for Caregiver, for caregivers of those with developmental disabilities, and providing translation services during scheduled classes in an effort to reach non English speaking attendees.
3. Enhancing wellness screening and social programs that both outreach through our Supportive Housing program at Drake Village to address the health, recreational and social/emotional needs of diverse residents.

Minuteman Senior Services is committed to providing services to all those needing long term care supports in our planning and service area, with specific attention to underserved populations. We will ensure that services are provided to those most in need through several methods, including but not limited to, outreach and publicity in all of our communities and

available in several different languages. We will work with our community partners including Councils on Aging, first responders, faith communities and medical centers to make sure that seniors, adults with disabilities and caregivers know more about our services and programs, by providing outreach materials in different languages and presentations with interpreters to explain our programs and services. We will also continue our recruitment efforts to diversify our staffing so that our consumers and caregivers in our communities are appropriately represented.

Section 306 (a)(5)

Include information detailing how the AAA will:

(5) provide assurances that the area agency on aging will coordinate planning, identification, assessment of needs, and provision of services for older individuals with disabilities, with particular attention to individuals with severe disabilities and individuals at risk for institutional placement, with agencies that develop or provide services for individuals with disabilities;

Minuteman Senior Services is a member of the Metro Boston Aging and Disability Resource Consortium (ADRC), which is committed to providing cross referrals and training amongst our partner agencies. The mission of the MetroBoston ADRC is to provide “no wrong door” access to resources and information on long term care options to people of every age and every ability. The core program of the Metro Boston ADRC is the Options Counseling program, which provides one on one counseling to persons of any age who are looking for long term care options. The goal of this program is to provide short term support to people who are in the process of long term care planning with resources to help with decision making and goal development. This program also serves as a resource for those currently in long term care facilities who wish to move back into the community. In FY17, 174 cases were opened for the Options Counseling Program.

Through our Comprehensive Service and Screening Model (CSSM) program and our Ombudsman Program we are able to help identify long term care residents who wish to learn more about community programs and resources in an effort to help make educated decisions about long term care goals. These programs help to ensure that all residents in long term care facilities have options for their care, and programs that will help advocate for their care goals. Minuteman Senior Services will continue to develop relationships with community partners, including hospitals, through the MetroBoston ADRC, to create better care planning and options, for those most in need.

Section 306 (a)(6)

Describe the mechanism(s) for assuring that the AAA will:

- (A) Take into account in connection with matters of general policy arising in the development and administration of the area plan, the views of recipients of services under such plan;
- (B) Serve as the advocate and focal point for older individuals within the community by (in cooperation with agencies, organizations, and individuals participating in activities under the plan) monitoring, evaluating, and commenting upon all policies, programs, hearings, levies, and community actions which will affect older individuals;

Through our participation in many community groups, Minuteman Senior Services is able to remain a focal point in our community for the needs of those over 60, their caregivers and adults with disabilities. We are often asked to participate in shaping policy as it relates to these groups, as well as to help provide a voice for those who are unable to advocate themselves. Currently, we participate in are the Domestic Violence Roundtable with Lahey Health, the Alzheimer's Partnerships (including the Liberty Alzheimer's and the MetroNorth Alzheimer's Partnerships), Emerson Hospital's Care Transitions Collaborative, United Way of Acton-Boxborough Suicide Coalition, and ongoing community provider meetings, with Councils on Aging. Minuteman also participates in many municipal community events, such as Arlington and Bedford Town Days and Healthy Living fairs in Maynard, Burlington and Littleton. We maintain records of participation in all community events, and seek opportunities to engage in new events which allow for outreach to broader populations (i.e. Farmer's Markets).

We value the input from consumers of our services, and on an annual basis, seek information about the satisfaction of services offered by Minuteman. This mechanism continues to allow Minuteman to better understand the needs of the individuals we support, and to better advocate on behalf of the consumers we serve. For any areas scoring below 90% satisfaction, we perform deeper analysis to identify opportunities for improvement at the individual and/or program level.

Section 306 (a)(7)

Include information describing how the AAA will:

(7) Provide that the area agency on aging shall, consistent with this section, facilitate the area-wide development and implementation of a comprehensive, coordinated system for providing long-term care in home and community-based settings, in a manner responsive to the needs and preferences of older individuals and their family caregivers, by:

(A) Collaborating, coordinating activities, and consulting with other local public and private agencies and organizations responsible for administering programs, benefits, and services related to providing long-term care.

(C) Implementing, through the agency or service providers, evidence-based programs to assist older individuals and their family caregivers in learning about and making behavioral changes intended to reduce the risk of injury, disease, and disability among older individuals;

Minuteman Senior Services provides in-home services to over 2,000 consumers through our State Home Care Program. As part of this program, each consumer has a care manager who assesses need, works to develop a person-centered service plan, and initiates referrals to programs and services that help a consumer and/or family member to achieve their goals. For example if a consumer has an identified caregiver, our Family Caregiver Support Program staff, will reach out to the caregiver to initiate outreach and determine if there are any needs that the program can support. Minuteman Senior Services provides over 20 programs that can support both consumers and caregivers, and has access to a wide database of partners to whom we make referrals.

For over seven years, Minuteman Senior Services has offered evidence based programs through our Title IIID funding. We served 139 individuals in FY17 by providing programs such as Chronic Disease Self -Management, Diabetes Self-Management, Matter of Balance, Chronic Pain Self-Management and newer programs such as Powerful Tools for Caregivers and Savvy Caregivers. We continue to look to community partners, such as Councils on Aging, faith communities, private foundations, and medical partners, in an effort to reach more individuals with these important programs. We want to continue to expand our reach by providing these programs to more diverse populations. We intend to add coaches that are bilingual to promote cultural outreach, and by partnering with agencies that provide services to adults with disabilities and their caregivers.

Section 306 (a)(10)

Describe the procedures for assuring that the AAA will:

(10) Provide a grievance procedure for older individuals who are dissatisfied with or denied services under this title;

Any individual or consumer, who is dissatisfied or denied a service under any Title III program, has the right to file a grievance. Minuteman Senior Services monitors every Title III grantee and program on an annual basis and we require all grantees and programs to have in place a procedure for which any consumer or individual can have their due process when a grievance or denial is brought forth. Any Title III funded program that is a direct service of Minuteman, falls under the agency protocol for grievances. Consumers of all programs are informed of their rights in writing, usually in person during a home visit.

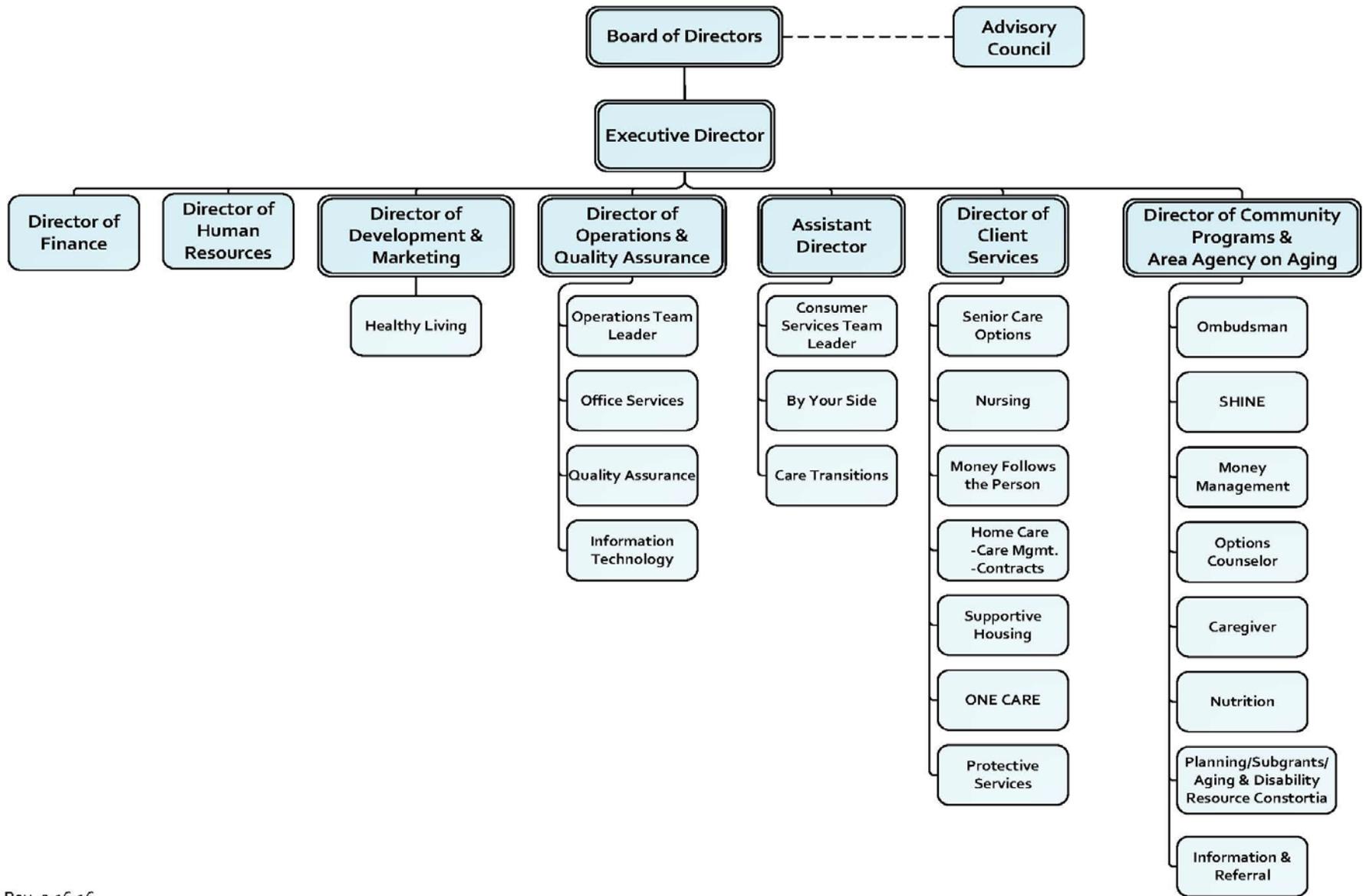
Section 306 (a)(17)

Describe the mechanism(s) for assuring that the AAA will:

(17) Include information detailing how the area agency on aging will coordinate activities, and develop long-range emergency preparedness plans, with local and State emergency response agencies, relief organizations, local and State governments, and any other institutions that have responsibility for disaster relief service delivery.

Minuteman Senior Services has a disaster team that has been trained to be able to respond should any emergency or need arise. Minuteman has also developed a Disaster Plan and Continuity of Operations Plan (COOP), which is reviewed and updated annually. Copy of both can be provided if needed.

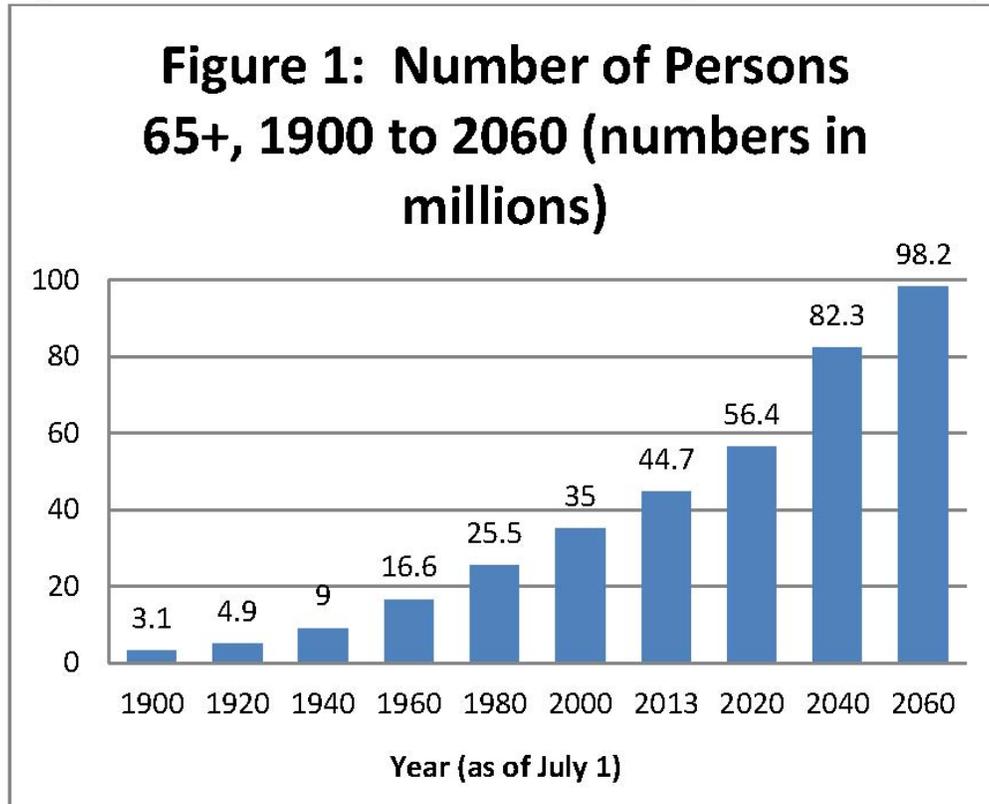
Attachment B: Minuteman Senior Services Organizational Chart



Rev. 9.16.16

Attachment C: Population Increase Data

Figure 1: Number of Persons 65+: 1900-2060 (numbers in millions)



Note: Increments in years are uneven.

Source: U.S. Census Bureau, Population Estimates and Projections.