



AREA PLAN ON AGING, 2018-2021

SENIORCARE INC.

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Mission Statement:

*SeniorCare Inc., a consumer centered organization,
provides and coordinates services to elders and others,
enabling them to live independently at home or in a setting of their choice
while remaining part of their community.*

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SeniorCare Inc. Area Plan on Aging 2018-2021

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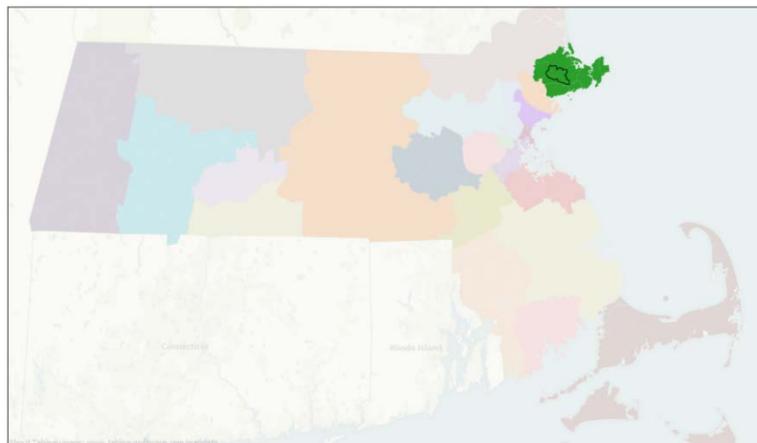
Planning and Service Area Map

SeniorCare Inc.
Area Agency on Aging/Aging Services Access Point

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**Providing Support and Services to Elders in Beverly, Essex, Gloucester, Hamilton,
Ipswich, Manchester-by-the-Sea, Rockport, Topsfield, and Wenham**

Executive Summary

SeniorCare Inc. (SC) is a multi-faceted, consumer-centered organization that provides a one-stop portal for information and in-home and community based care delivered to older adults, individuals with disabilities, caregivers, and others. Since its founding in 1972, SeniorCare, a private, not-for-profit, 501(c)(3), has provided services to meet the diverse and changing needs of elders, older adults with disabilities and caregivers in the Planning and Service Area (PSA) of the greater North Shore and Cape Ann.

SeniorCare is a federally-designated Area Agency on Aging and a state-designated Aging Services Access Point (ASAP). It is one of the founding members of the Greater North Shore LINK (formerly known as the Aging and Disability Resource Consortium of the Greater North Shore, Inc.). SeniorCare is also the local sponsor for RSVP Volunteers of the North Shore.

For 45 years, SeniorCare Inc. has been a leader in the care of older adults. While the array of services offered has changed over the years, the dedication SeniorCare staff bring to their role of serving older adults and their families has not. Today, SeniorCare uses a consumer-directed person-centered focus to assist older persons and adults with disabilities to attain their best possible physical, cognitive and mental health as they lead independent, meaningful and dignified lives in their own homes and communities.

SeniorCare offers a wide variety of programs and services tailored to meet the needs of elders, persons with disabilities, families, caregivers and others in nine Greater North Shore and Cape Ann communities: Beverly, Essex, Gloucester, Hamilton, Ipswich, Manchester-by-the-Sea, Rockport, Topsfield, and Wenham. In these nine communities of SeniorCare's Planning and Service Area (PSA), more than 31,000 people, or one out of every four are age 60 or over; three percent are age 85 or older.

The agency operates under the advice of an Advisory Council and is governed by a Board of Directors. These are comprised of citizens from the nine cities and towns in SeniorCare's PSA. The area planner staffs the Advisory Council meetings (see SeniorCare Organizational chart, Attachment C.). SeniorCare receives funding from federal, state and local municipal sources as well as grants and private contributions.

As an Area Agency on Aging SeniorCare is designated by the federal government through the state to address the needs and concerns of all Americans age 60 and over at the regional level. The Area Agencies on Aging are a creation of federal Older American's Act (OAA) Legislation, originally passed in 1965 and most recently reauthorized in 2016. Area Agencies on Aging receive federal funding administered by the state to create, implement, and monitor a range of supportive and nutrition services at the regional level. As an Area Agency on Aging, SeniorCare is asked to create an Area Plan every four years to be used for the development of comprehensive, community based services that meet the needs of older adults in its PSA.

SeniorCare utilizes funds from the Older Americans Act to help support information and referral, in-home money management and benefits specialist services, family caregiver support programs, home delivered and congregate dining meals, transportation, ombudsman, and health and wellness programs. In addition to programs provided directly by SeniorCare, Title IIIB Supportive Service funding is extended to Councils on Aging and local providers to fund outreach and transportation services through a request

for proposal (RFP) process, and funding is provided to Northeast Legal Aid to support legal assistance to low income seniors in the SeniorCare catchment area.

SeniorCare strives to meet the needs of all seniors and family caregivers in the PSA and any person aged 60 or older may receive Title III services. The OAA and the Massachusetts' Title III intrastate funding formula targets elders who live alone, low income elders, minority elder populations, socially isolated populations including limited English-proficient elders and LGBT elders, those living in rural areas, and Native American populations.

SeniorCare is designated by the Massachusetts Executive Office of Elder Affairs (EOEA) as an Aging Service Access Point (ASAP). Many of SeniorCare programs and services are delivered through this ASAP role with funding provided by Elder Affairs. As an ASAP, SeniorCare functions as a single entry point for home care services for people age 60 and over in its PSA who meet functional impairment and eligibility set by the Commonwealth. SeniorCare provides care management, home care services, protective services, information services, nursing assessments, nutrition services options counseling, nursing home advocacy, caregiver support, supportive living/housing assistance, money management, transportation, volunteer services and health and wellness programs. Through its range of programs, SeniorCare serves more than 4,000 people each year.

Mission

The mission of SeniorCare is to be a consumer centered organization that provides and coordinates services to elders and others, enabling them to live independently at home or in a setting of their choice while remaining part of their community. Our vision is that all whom we serve inspire us to strive for excellence towards personal and community wholeness.

SeniorCare's mission, vision, plans and goals align with the missions of the federal Administration for Community Living (ACL- formerly the Administration on Aging) and the state Executive Office of Elder Affairs.

US Administration for Community Living Mission Statement

Maximize the independence, well-being, and health of older adults, people with disabilities across the lifespan, and their families and caregivers.

EOEA Mission Statement

We promote the independence, empowerment, and well-being of older adults, individuals with disabilities, and their caregivers

Combined with federal and state missions and goals, the agency's second strategic plan goal to provide cost effective and efficient services, and meet the needs of consumers and the diversity within the communities it serves with dignity and respect, fosters a comprehensive, coordinated, and cost effective system of home and community based services that help elders, family members, caregivers, and others maintain their independence in their homes and communities.

SeniorCare plays a vital role in the service area as a leading source of information and resources for older adults, persons with disabilities and their families. Committed to collaboration, SeniorCare routinely works with other entities across the PSA, joining with Councils on Aging, community providers, local non-profits, Senior Care Options (SCO) and PACE programs, housing authorities, first responders,

the Greater North Shore LINK, and others to weave a web of services and programs to support elders, persons with disabilities and their families and caregivers.

A resilient and flexible organization, SeniorCare continues to evolve to meet the increasing needs of a rapidly growing aging population. Recognizing the significant benefits that can be accrued through the appropriate use of technology as a means to more effectively serve consumers, SeniorCare will incorporate use of telehealth and other strategies in the coming years. The agency has embarked on a partnership with Santovia to pilot their integrated all-inclusive health engagement platform within a AAA/ASAP environment. SeniorCare is also piloting a program using tablets to link volunteers with seniors at risk of isolation and/or depression. Responding to the opportunities and challenges of changes in the healthcare environment, SeniorCare continues to maintain and create new partnerships and collaborations in the medical and health care arena.

Age- and Dementia-Friendly Communities

SeniorCare is committed to supporting the emerging Age- and Dementia-Friendly efforts arising throughout the PSA by offering resources, training, information sharing and other supports. Within the four communities of Cape Ann - Essex, Gloucester, Manchester-by-the-Sea and Rockport - SeniorCare is spearheading a ground-breaking initiative, Age and Dementia Friendly Cape Ann, that melds both Age-Friendly and Dementia-Friendly frameworks in a regional partnership with an AAA/ASAP acting as a convener. Municipal leaders from each city and town have endorsed this initiative and the process of articulating a community-informed plan of action has been initiated.

SeniorCare views both its concerted efforts on Cape Ann as well as support for the overall age-friendly and dementia-friendly practices developing throughout the PSA as a fluid process that will build upon itself and grow, informing and shaping internal and external methodologies, programs, and partnerships in the coming years.

Context

Demographic Profile

The SeniorCare PSA is comprised of nine communities on the Greater North Shore and Cape Ann: Beverly, Essex, Gloucester, Hamilton, Ipswich, Manchester-by-the-Sea, Rockport, Topsfield, and Wenham. The population density ranges from 2,626 persons per square mile in Beverly to 250 persons per square mile in Essex. Throughout all the communities there are elders living alone (isolated), low-income elders, and minority elder populations including lesbian, gay, bi-sexual, transgender and queer (LGBTQ) elders and those who are limited English proficient (LEP). The older adult population is primarily white (94-98%) with small percentages of African American, Asian and Hispanic/Latino. Native American populations are nominal.

The 60 and older population in the PSA continues to increase. Of the 119,263 residents in the PSA; approximately 31,163 - or 26% - are age 60 or older. Women outnumber men: 55.6% of the age 65+ cohort are female while 44.4% are male. Elders with disabilities, highly vulnerable population represent about 30% of those age 65 and over in the PSA. Elders 65+ with incomes below the poverty level ranged from a high of 9.6% in one community in the PSA to 1.8% in another indicating polarized areas of need. Four of the communities in the PSA (Essex, Rockport, Topsfield and Wenham) lack a full-service grocery store. There is no comprehensive regional transportation system serving the PSA.

Approximately 28% of those age 65+ live alone. This is a group that tends to be poorer, more isolated and more likely to be a potential user of services. Isolation in older adults is linked with a range of serious health problems as well as early mortality.

Needs Assessment Summary

To prepare for the development of the 2018-2021 Area Plan SeniorCare conducted a community needs assessment from September through December, 2016. Data collection methodology included surveys, listening sessions, focus groups and personal interviews. Target audiences included isolated elders/elders living alone, LGBT elders, low-income elders and veterans. Input from the SeniorCare staff, Board of Directors and Advisory Council and COA staff was sought and incorporated into plan development.

The five top areas of concern identified through the survey responses, in order of frequency, were: healthcare and prescription drug costs, transportation, housing, social isolation/loneliness, economic security. These were followed by long term services and supports; caregiver support; access to local grocery stores; community accessibility; food insecurity; social services; and mental health.

Healthcare/Prescription Drug Costs

Respondents noted that they were burdened by costs not covered by insurance; hearing loss; cost of hearing aids; cost of dental care; and caregiver cost were frequently mentioned.

Transportation

Mobility remains a top concern. Public transportation options are limited, regional service is lacking, and existing transportation services are fragmented, creating pockets of isolation. Lack of

transportation options increases isolation - respondents frequently cited a need for evening and weekend availability as well as transportation to social events and faith-based activities. Access to nutritious food is compromised in communities without grocery stores. On Cape Ann, challenges accessing Veteran's Health Services in Boston and Bedford were noted. "I don't drive so I have to ask my son for everything" - Ipswich housing resident.

Housing

Housing also remains a key concern. The need for affordable housing was frequently cited. For elders who lose housing there can be few, if any, alternatives. Respondents noted a lack of alternative housing such as assisted living and more creative options such as senior cohousing. A common theme was significant challenges accompanying home ownership including home maintenance and repair, utilities, water and sewer bills and property taxes. "Houses are aging in place along with the seniors who live in them." - COA staff person.

Social Isolation

Respondents spoke of outliving everyone they knew; some expressed concern for the future because they didn't have anyone to care for them; many reported being unable or unwilling, due to fear of falling, to leave their homes in winter months. "My (meals on wheels) driver gives me someone to talk to." Beverly resident.

Economic Security

Overall concerns about the cost of daily living, having little to no disposable income, and/or having to forgo purchases of needed items were frequently expressed. Other concerns included fear of the future/outliving savings; financial exploitation; scams; protecting assets.

CY2016 I & R Summary Trend Data

A review of the calendar year 2016 Information and Referral Summary Trend data, adjusted for SeniorCare data reporting methodology, was conducted. Of 3,076 callers, the largest group were calling on behalf of themselves (35.5 percent); an additional 17.9 percent of callers were sons and daughters calling on behalf of their parents. More than 95 percent of callers were calling in reference to individuals age 60 or older. Most callers had contacted SeniorCare in the past. The majority of callers were seeking information on the State Subsidized Home Care program. More than 31 percent of the callers looking for assistance with public benefits sought information on the SHINE program while 15.1 percent wanted Veteran's Benefits information.

SeniorCare responses to the needs assessment are integrated into the Focus Area Goals and Objectives.

Focus Area Summary

The Older Americans Act (OAA) of 1965 (OAA), as amended (42 U.S.C.A. § 3001 et seq.), is the primary federal legislation intended to provide services that will improve the lives of older adults and help them stay as independent as possible in their homes and communities. The Administration on Aging (AOA) is the principal agency of the U.S Department of Health and Human Services designated to carry out the provisions. In 2012, the Administration for Community Living (ACL) was created, bringing together the AOA, the Office on Disability, and the Administration on Developmental Disabilities into a single focal point dedicated to improving the lives of those with functional needs into a coordinated, focused and stronger entity. The ACL oversees a national aging services network of State Units on Aging (SUA); in Massachusetts this is the Executive Office of Elder Affairs (EOEA), which oversees the 22 AAAs in the state.

In its role as an AAA, SeniorCare serves the Greater North Shore and Cape Ann, establishing priorities and plans for services to meet the needs of older persons and their caregivers and educating them about the services and benefits available to assist them. SeniorCare advocates for older adults and works to increase awareness of the needs of older adults among other agencies, organizations, and the public.

The largest program under the OAA, Title III, created critical programs and authorizes federal funds to be utilized on supportive services.

Title III Services include:

- Title III-B Supportive Services: such as Information and Referral, Transportation, Ombudsman,
- Title III-C Nutrition Services: home delivered meals, congregate/community dining meals, nutrition education and nutrition counseling;
- Title III-D Disease Prevention and Health Promotion Services: Evidence-Based Programs that educate and empower older adults to make healthy lifestyle choices.
- Title III-E Family Caregiver Support Program to provide information, assistance and other support to spouses, relatives and other caregivers of older adults.

Together with Title VII (LTC Ombudsman and Elder Rights/Protective Service Programs) Title III services serve as the foundation of the aging services network.

SeniorCare programs receiving Title III funding include:

- Information and referral services from certified aging specialists
- Outreach
- Transportation
- Benefits Specialist/insurance information/health benefits
- Nutrition Services: Home Delivered Meals, Congregate Dining, Nutrition Education, In-Home Nutrition Assessment and Counseling
- Evidence-based Health Promotion/Disease Prevention programming
- Family Caregiver support
- Long-term Care Ombudsmen in eight licensed facilities
- Legal Services
- Money Management

Title IIIB Supportive Service funding is extended to Councils on Aging and local providers to fund outreach and transportation services through a request for proposal (RFP) process, and funding is provided to Northeast Legal Aid to support legal assistance to low income seniors in the SC catchment area. As part of the RFP process SeniorCare identifies target populations to be served and priority areas to be addressed.

Many of these programs reflect multiple ACL focus areas. Populations served include elders living alone (isolated), low-income elders, minority elder populations, and socially isolated populations including LGBT and limited English proficient elders.

Areas identified by the SeniorCare Needs Assessment that are addressed through these services include: health care/prescription costs, transportation, housing, social isolation/loneliness, financial security, in-home services, nutrition, food insecurity, community accessibility, mental health, caregiver support, access to social services, and maintaining independence.

SeniorCare also serves as an EOE-designated Aging Services Access Point (ASAP), functioning as a single entry point for state-subsidized elder services in our service area. Trained care managers, work in an interdisciplinary team with Registered Nurses and respond to referrals. They provide an assessment of the elder's needs, develop a care plan and monitor that plan. Services include assistance with personal care, laundry, companion services, meal preparation, homemaking, and other services that help elders maintain their independence at home. SeniorCare also has special programs such as Enhanced Community Options Program (ECOP) and Community Choices. These programs offer a greater level of service for frailer elders. SeniorCare's nursing team oversees a myriad of programs that offer elders the choice of remaining in their community setting. The nurses are involved with health and personal care assessments for the Home Care program; in determining Nursing Home eligibility along with personal care needs for the ECOP and the Community Choices programs.

Goals and Objectives for the Three Administration for Community Living Focus Areas

Older Americans Act Core Programs

RSVP of the North Shore Volunteer Program: The RSVP program serves Danvers, Marblehead, Peabody, and Salem in addition to the nine cities and towns in SeniorCare's PSA. With a corps of 400 volunteers, SeniorCare RSVP links volunteers age 55+ with opportunities to serve, partnering with area non-profits as well as supporting volunteer services for SeniorCare programs. Volunteering is a two-way street: over the past two decades a growing body of research has emerged that indicates volunteering provides individual health benefits in addition to social benefits. This research has established a strong relationship between volunteering and health: those who volunteer have lower mortality rates, greater functional ability, and lower rates of depression later in life than those who do not volunteer. RSVP volunteers are currently staffing the CCTT program, teaching older adults how to use tablets, safely access social media, play brain games, and surf the web.

Nutrition Program:

In FY2016, SeniorCare delivered more than 131,400 meals to 994 elders in their homes through the home delivered meals program while nearly 35,000 meals were served to over 1,500 seniors through the Community Dining program. Nutrition screening, in-home counseling, staff and telephone consultation and small group nutrition education is provided by a staff Registered Dietitian who is also a Certified Diabetes Educator. In addition to advancing nutrition and relieving food insecurity, home delivered meals provide reassurance and relieve loneliness and isolation via regular contact with the delivery driver.

Recent nutrition initiatives include adding salad bars to congregate dining programs in Beverly (grant-funded) and Gloucester (provided through a collaboration with The Open Door, an area hunger relief organization). Partnership with The Open Door to provide quality, nutritious foods to limited income elders through Senior Mobile Markets continues. SeniorCare will be embarking on a program to address malnutrition in older adults.

Seniors Out and About

Seniors Out and About serves the age 50-plus LGBTQ population. The program seeks to increase well-being and develop a sense of support and structure within the LGBTQ community through participation in physical, social and cultural outings. In addition to fostering social support, the program has the ancillary value of connecting the LGBTQ community with SeniorCare and the services it provides.

Living Wisely, Aging Well

Living Wisely, Aging Well, SeniorCare's community access program on Cape Ann TV provides timely information regarding health and wellness issues as they relate to aging. Where appropriate, services offered by SeniorCare are highlighted. Living Wisely, Aging Well reaches a broad audience, including older adults, people with disabilities and those who care for them information about resources and services available to them and communicating information about positive aging and the promotion of healthy lifestyles. Previously aired segments can be accessed on SeniorCare's website, allowing programs to be viewed throughout the PSA.

Goal 1: Strengthen and expand an array of Older Americans Act Core Programs to ensure older persons, adults living with disabilities, and their caregivers throughout the SeniorCare PSA have access to high quality, innovative, effective and efficient programs and services to assist them in maintaining their well-being, dignity, and independence.

Objective: Support and/or operate effective and efficient services, and develop innovative programs to assist with meeting the transportation needs of the PSA.

Strategies

- Maintain and expand internally-operated volunteer medical transportation program for socially isolated and other older adults who require assistance to get to medical appointments.
- Investigate collaboration with local Veteran's Assistance programs to better serve older veteran's seeking transportation to veteran's health services in Boston and Bedford.
- Convene a regional transportation forum to target need and identify service gaps and investigate innovative models to address service gaps.
- Explore transportation on demand and other alternative forms of transportation such as use of school buses, ride sharing, and volunteer services through community partners.
- Update SeniorCare Regional Transportation Guide; increase dissemination of, and access to, the Guide.
- Provide Title IIIB funding to sub-grantees to support transportation services.

Objective: Assist older adults and others with management of health care and prescription drug costs through expansion of the partnership with the NeedyMeds prescription and health care assistance program.

Strategies

- Extend awareness of and access to the NeedyMeds prescription and health care assistance programs program by offering information sessions in at least three locations in the PSA.
- Distribute prescription assistance cards in minimum of three venues per year.
- Promote utilization of, and access to, the NeedyMeds program through exploring funding opportunities to support a staffed, mobile NeedyMeds station permitting face-to-face consumer interactions at SeniorCare and other sites.

Objective: Inform, educate and empower elders, their caregivers and others to maintain their health, well-being and independence in the community through provision and enhancement of Evidence-Based programming.

Strategies:

- Offer minimum of six evidence-based programs per year including A Matter of Balance, My Life, My Health and evidence-based caregiver support programs.
- Increase ability to provide evidence-based programming by recruiting and training minimum of two volunteers and/or community partners to lead programs.
- Broaden evidence-based offerings through addition of one or more programs to the existing SeniorCare repertoire.
- Continue to build on relationships with medical partners in the community to extend potential reach of healthy aging programming.
- Expand evidence-based programming to non-traditional environments including computer-based/online.

Objective: Increase knowledge and awareness of information, programs and services available to older adults, persons with disabilities, families and caregivers to assist them in identifying and accessing supports that will help them maintain their independence and maximize their well-being.

Strategies:

- Continue operation of an Information and Referral Department staffed by certified aging specialists utilizing a “no wrong door” approach.
- Provide Title IIIB funding to Councils on Aging to support outreach activities.
- Utilize *Living Wisely, Aging Well* to explore topics identified in needs assessment.
- Establish Age & Dementia Friendly Cape Ann Communities as a convener/coordinator for the four involved communities; assist other communities in the PSA in their efforts to establish age and/or dementia friendly communities through the provision of training, information dissemination and other strategies as appropriate.

Objective: Promote independent living, reduce isolation, support healthy aging and reduce food insecurity through the provision of high-quality nutritious meals and ancillary nutrition services.

Strategies:

- Maintain and expand home delivered meal and congregate dining programs while increasing outreach initiatives targeting socially isolated populations.
- Engage with external community and healthcare providers to increase awareness and benefits of nutrition services.
- Explore funding for and viability of utilizing specialized temperature-controlled vehicles to expand delivery and meal type options.
- Expand screening for malnutrition and initiate implementation of efforts to address older adult malnutrition within the community setting.

Objective: Assist family caregivers and elders through providing effective and efficient services and developing innovative programs to meet their needs.

Strategies:

- Expand existing base of caregiver support groups in PSA by developing groups in a minimum of three additional communities by 2021.
- Increase community access to information on relevant caregiver issues through presentations in nontraditional environments.
- Provide/expand Evidenced Based Caregiver Support programs by offering Powerful Tools for Caregiving and/or SAVVY Caregiver programs minimum of three times per year.
- Implement pilot program utilizing Santovia. Explore the use of tele-caregiver support programs and other technology related products.

Objective: Enhance outreach efforts and increase accessibility of services to minority and/or socially isolated elders.

Strategies

- Ensure SeniorCare services are accessible to consumers with limited English proficiency through: offering translated written materials in print and on the SeniorCare website; employing staff

bilingual in Portuguese, Italian, and Spanish; ensuring access to interpreter services; have a TTY phone.

- Ensure all sub-grantees receiving Title IIIB funds from SeniorCare include outreach to minority groups and are able to deliver culturally appropriate services.
- Build program offerings and participation in the *Seniors Out and About* program.
- Provide minimum of one training per year on cultural awareness/sensitivity training to all SeniorCare staff.

Participant-Directed/Person-Centered Planning

Participant-directed person-centered planning is an integral part of service provision at SeniorCare, reflected in the agency's core values of community, choice, independence, respect and compassion. Person-centered services provide elders, persons with disabilities, and their family caregivers a degree of choice and control over the long-term services and supports they need to live at home. Participant-directed services are home and community based services that help people of all ages across all types of disabilities maintain their independence and determine for themselves what mix of personal assistance supports and services work best for them./

Greater North Shore Link

SeniorCare is a founding member of the Greater North Shore Link. The GNS Link was established to create a "no wrong door" approach to consumer care offering a single, coordinate system of information and access for persons seeking long term services and supports regardless of age or disability.

Options Counseling

Options counseling helps older adults and people with disabilities who need long-term support services identify their needs, and provides them with unbiased information and decision-making support to assist them in evaluating all of their options for a plan of action that meets their preferences, values, and individual circumstances. A free, short-term program, options counseling can be delivered in-person, on the telephone, or via e-mail.

Kiosk for Living Well

SeniorCare, in partnership with Greater Lynn Senior Services operates the Kiosk for Living Well at the Beverly Council on Aging. The Kiosk features an It's Never 2 Late (IN2L) platform that offers a large touch screen and a large range of applications including cognitive and memory assessments and games, virtual exercise and travel, art and music therapy programs and more. Trained advisors staff the Kiosk, ensuring consumers are in control.

Goal 2: SeniorCare will partner with older adults, people with disabilities, their families and caregivers to offer education about all services available to them and assist them in determining for themselves what mix of personal assistance supports and services work best for them to enable their health and independence.

Objective: Maintain, develop, and expand home and participant-directed community based services to maximize opportunities for consumers to plan and direct their own care and increase their well-being.

Strategies:

- Continue provision of options counseling to elders, persons with disabilities, and their families.
- Continue provision of person-centered programming through SeniorCare home care programs such as the Enhanced Community Options Program-Independence Plus program, Veterans Independence Plus program, and the Consumer Directed Care program.
- Ensure that referrals are made as appropriate to the Personal Care Attendant program.
- Work with consumers in activities that support them in a wide variety of self-directed options through operation of the Kiosk for Living Well.
- Maintain and expand integrated care programs that facilitate care coordination between SeniorCare and health care providers.
- Assist individuals and family members to make informed decisions about their medical insurance coverage through continuation of Benefits Specialist services.
- Help consumers of all ages who have Medicare understand their health insurance options through access to SHINE (Serving Health Information Needs of Everyone).

Objective: Effectively assist individuals with health and functional challenges by increasing staff knowledge through trainings targeted to specific skill enhancements.

- Ensure staff will participate in at least three trainings per year that have been specifically chosen to address identified staff knowledge or skills gaps.
- Ensure Information & Referral Specialists maintain current knowledge of community options for younger consumers with a disability and are able to articulate useful information particular to the needs of the caller.
- Coordinate services and trainings through the Greater North Shore LINK, the Aging and Disability Resource Consortium (ADRC) of the Greater North Shore.

Objective: Increase access to behavioral health services and providers.

Strategies:

- Through Home Care program contract with an increased number of LICSWs to provide home visits.
- Utilize LICSWs or other licensed behavioral health providers for consultations to staff with consumers exhibiting difficult behavior due to BH/MH diagnoses.
- Implement a private geriatric case management program partially geared to meeting the behavioral health and substance use disorder needs of consumers.
- Investigate the use of telehealth service provision to deliver effective care while maximizing resources.

Objective: Provide and support age-friendly and dementia-friendly programs and services throughout the PSA.

Strategies:

- Implement planning and conduct and/or support programs, presentations and trainings arising out of Age and Dementia Friendly Community initiative forums and work groups.
- Advance the establishment and enhancement of dementia-capable home and community-based systems
- Collaborate with partner organizations to support establishment of Memory Cafes within PSA.

- Conduct minimum of one Alzheimer's and Dementia Training for First Responders per year beginning.

Objective: Provide education and support regarding advance directive planning to consumers and staff.

Strategies:

- Utilize SeniorCare staff who have completed curriculum to become Honoring Choices trainers to conduct information sessions in the community.
- Using Honoring Choices model, promote discussion and implementation of advance directives and health care proxies.
- Continue and expand outreach events during annual Health Care Decision month.
- Offer one public presentation per year by an elder law attorney.

Elder Justice

Protective Services

SeniorCare is a state-designated adult protective services agency, investigating and resolving reports of elder abuse, neglect or financial exploitation. The goal of protective services is to reduce or eliminate risks to the elder and to prevent recurrence of risk.

Money Management Program

The money management program receives partial funding from Title III. Program staff match low income seniors and adults with disabilities with trained volunteers who work with elders in their home and assist with budgeting, bill paying, balancing checkbooks and other needed assistance. Money management services help at-risk seniors and adults with disabilities remain independent for as long as possible and helps protect them from potential financial exploitation.

Empowering Senior Women Through Financial Literacy

Financial literacy can be a key to maintaining independence, particularly for women who generally live longer and have lower lifetime earnings than their male counterparts. Operated through the Money Management Program, with funding from the Essex County Community Foundation/Women's Fund of Essex County, Empowering Senior Women Through Financial Literacy provides workshops on this topic at community sites such as libraries and Councils on Aging throughout the PSA.

Long-Term Care Ombudsman Program

The SeniorCare Long Term Care Ombudsmen program provides skilled advocacy to protect the rights of all individuals, regardless of age, who live in long-term care facilities in the SeniorCare catchment area. State-certified trained program staff and volunteers make regular visits to each facility. Ombudsmen monitor and provide assistance, help identify and resolve issues and ensure that residents' rights are respected.

Elder Law Project

Older adults in the SeniorCare PSA who need legal services are referred to Northeast Legal Aid (NLA) which has developed a special Elder Law Project. The program focuses on elders 60 years of and older in the greatest social and economic need, advocating for them in a variety of matters.

Compulsive Hoarding, Cluttering, and Acquiring Program: SeniorCare's Hoarding Program staff are social workers who specialize in helping people who have issues with excessive clutter. Program staff

work with consumers to identify their goals and weekly or bi-weekly visits are made to monitor progress. The program uses a risk reduction model to support independent living and improve quality of life for consumers and communities alike

Goal: SeniorCare Inc. will provide programs and services that advocate for, promote, and protect the rights of older people and prevent, detect, assess, intervene and/or investigate elder abuse, neglect, and/or financial exploitation.

Objective: Protect the rights of older adults through responding to reportable conditions of physical, sexual and/or emotional abuse, neglect, and exploitation of the most vulnerable individuals through operation of the Elder Protective Services program.

Strategies:

- Trained protective services staff will receive and investigate reports of abuse, neglect, self-neglect and/or financial exploitation. .
- When allegations have been substantiated, interventions will be provided as indicated and appropriate referrals will be made for risk reduction.
- Protective staff will work with community partners such as local police and hospitals, domestic violence agencies, emergency services, and the District Attorney's office to resolve and prevent situations of abuse, neglect or exploitation.

Objective: Increase awareness about the signs of abuse, neglect, and/or exploitation through community collaborations, trainings, and presentations.

Strategies:

- Protective services staff will conduct six or more internal and external education programs per year to mandated reporters to increase awareness regarding signs of abuse, neglect and exploitation.
- SeniorCare Elder Protective Services will partner with community based coalitions, including law enforcement, TRIAD Councils and area domestic violence prevention programs including the expansion of current high risk task forces.
- Raise public awareness of elder abuse and exploitation through continued support, planning and participation in activities such as World Elder Abuse Awareness Day.
- Maintain and improve upon the current safe house apartment through increased environmental accessibility.

Objective: Support the ability of residents in long term care facilities within the PSA to live their lives with dignity and respect, improve their quality of life and care, and assure residents of their rights through provision of Long Term Care Ombudsman services.

Strategies:

- Ensure trained, certified ombudsmen provide regular on-site visits to elders and others residing in long term care facilities located in the SeniorCare PSA.
- Provide information and training regarding long term care both within SeniorCare and to those in the community on an as-needed basis.

Objective: Support economic well-being and assist older adults to remain independent by maintaining and enhancing Money Management Program service provision, outreach, and education.

Strategies:

- Maintain and expand a well-trained corps of volunteer money managers to provide services to low income elders in the PSA.
- Extend awareness of Money Management program services to local financial institutions.
- Institute representative payee services and private pay services to consumers not eligible for the MA money management program by the end of FFY 2019.
- Offer three or more financial literacy programs per year for senior women.
- Provide two or more presentations per year to elders and others to educate them about financial exploitation, fraud, and scams.

Objective: Support legal advocacy for elders in the greatest social and economic need residing in the SeniorCare PSA.

Strategies:

- Continue provision of Title IIIB funding to the Elder Law Project of Northeast Legal Aid to provide free civil legal assistance to elders in greatest socioeconomic need.
- Ensure that the agency list of private pay services is updated, that new attorneys are fully vetted for referrals, and that consumer choice is honored.

Quality Assurance

SeniorCare Inc. is committed to a process of continuous improvement, both internally and externally, to meet or exceed the needs and expectations of the communities we serve. As an agency, our goal is to provide our consumers with quality services that meet their needs.

Although all agency personnel are responsible for the quality of the services they provide, SeniorCare's Quality Assurance Director has overall responsibility for the quality system, internal audits, corrective action, and survey data analysis. Various Consumer Satisfaction Surveys are conducted yearly for Home Care and Title III services where SeniorCare solicits input from its consumers and they: rank the services provided for quality and adequacies; comment on interactions with agency staff and others; and provide comments where they feel the need. The Executive Office of Elder Affairs (EOEA) requires all ASAPs to measure 14 quality parameters (WQMs) each month. There are also department level quality measurements. SeniorCare's Quality Improvement Team (QAT) comprised of a vertical and horizontal cross section of agency personnel along with the QA Director use the aforementioned measurements, data analysis and feedback, and audit findings to identify and drive the agency's quality improvement efforts.

Title III programs and services are monitored on an annual basis, reporting and invoicing is required monthly, and a monthly Community Services report is presented to the AAA Advisory Council. The Council provides ongoing input into the processes of contracting, monitoring, and performance and provides recommendations to the Board. The AAA Board acts on recommendations and provides ongoing input into the Title III processes.

The Senior Management team which consists of the Executive Director, the Chief Financial Officer, Director of Home Care, Director of Community Programs and Planner, Human Resources Director and the Quality Assurance Director serve as the agency quality committee.