



**BayPath Elder Services  
Area Agency on Aging  
FY 2014 - 2017  
Area Plan**

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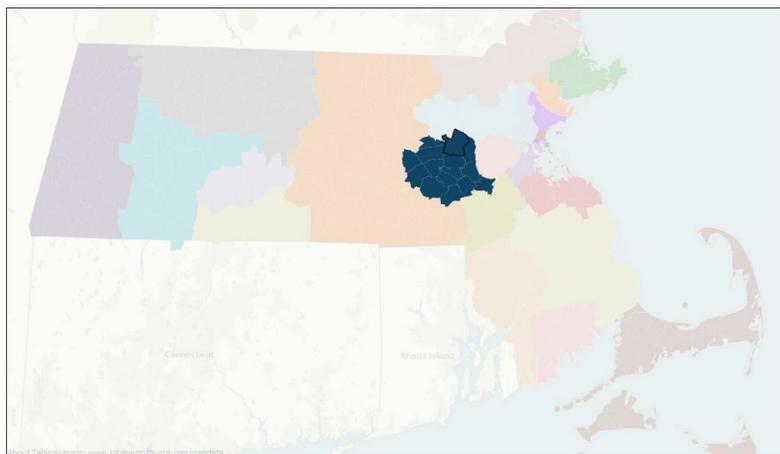
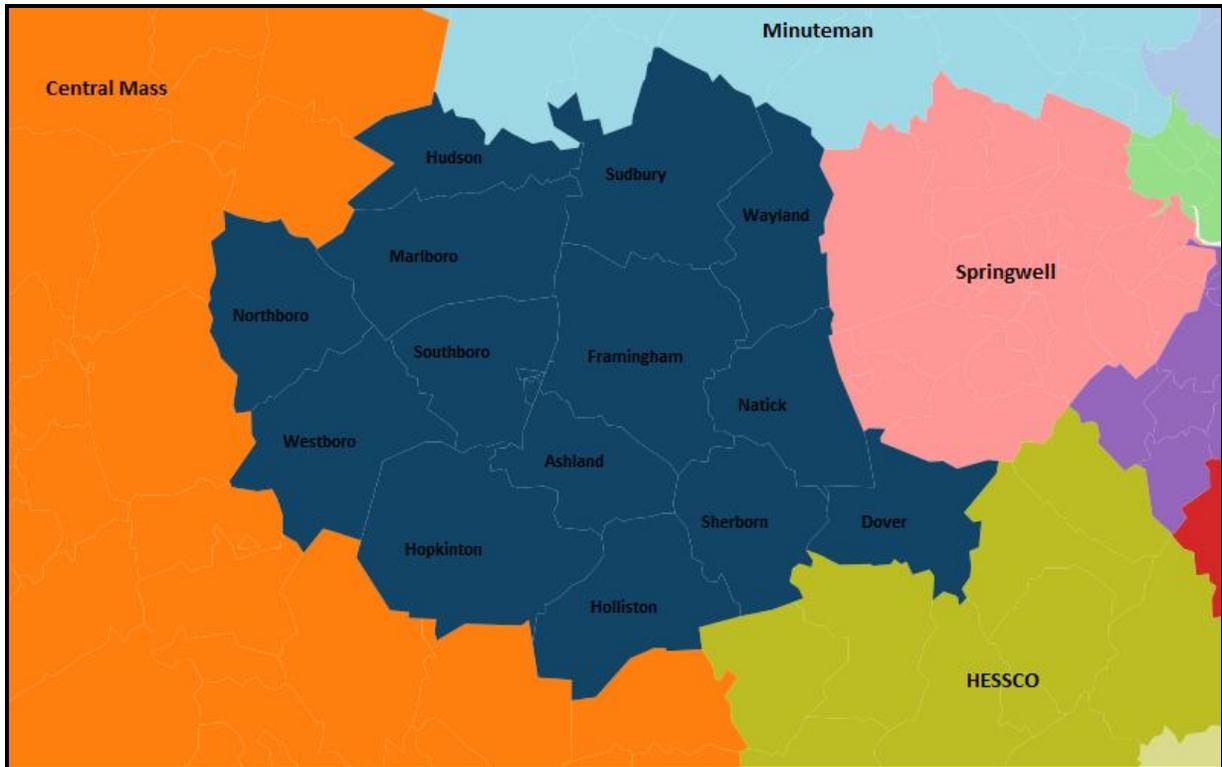
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## Agency Overview and Plan Summary

BayPath was incorporated as a non-profit organization on March 3, 1977, under the original agency name of BayPath Senior Citizens Services, Inc. The purposes for which the corporation was formed are as follows:

*“This non-profit corporation is organized to plan, develop and implement the coordination and delivery of services and supportive programs for persons sixty years of age and over unless otherwise restricted by conditions of grants or contracts, in the City of Marlborough, and the townships of Ashland, Holliston, Hopkinton, Dover, Sherborn, Natick, Framingham, Wayland, Sudbury, Hudson, Northborough, Southborough and Westborough, Massachusetts. The corporation shall endeavor to assist older persons to obtain services including but not limited to information and referral, homemaker and chore assistance, housing services, health maintenance and rehabilitation, nutritional services, legal and advocacy assistance, transportation, emergency assistance, and whatever medical or supportive services may be needed to prolong the life and well-being of older persons in the community and to prevent premature institutionalization.”*

In 1978, BayPath received designation as the Area Agency on Aging for the fourteen communities which it serves. In 1994 the name was changed to BayPath Home and Community Services and in 2001 to BayPath Elder Services. BayPath’s current office is in Marlborough, Massachusetts. BayPath’s mission, as voted by the board of directors in April, 2009:

*“BayPath’s mission is to be a trusted partner in providing an array of services and programs to older adults, caregivers, and persons with disabilities to support their independence and dignity.”*

BayPath received designation as an Aging Services Access Point in 1997. Since that time, the agency has grown significantly. In October 2008, BayPath assumed responsibility of the Elder Nutrition Program which was previously administered by South Middlesex Opportunity Council.

The sources of funding for BayPath Elder Services are the General Court of the Commonwealth of Massachusetts and Title III of the Older Americans Act. Additionally, BayPath is the recipient of grants for innovative programs, contributions, and private donations.

This area plan will summarize major needs of older adults in the Metrowest area and outline how BayPath Elder Services intends to address them over the next four years. In addition to employing Older Americans Act funding to support the efforts of local agencies to address these issues, BayPath will also continue to develop new initiatives focusing on the unmet needs reported during the needs assessment process.

## Area Profile

The 2010 Census revealed that there were 51,695 individuals over the age of 60 living in BayPath's planning and service area. This is a 22% increase over the 2000 census. All 14 towns in BayPath's planning and service area saw increases in the older adult population with the town of Hopkinton having the largest increase (57.1%). BayPath's planning and service area has 4.1% of the total 60+ population in the state of Massachusetts. The 60+ population in BayPath's service area is projected to grow an additional 30% by 2020.

### BayPath's PSA 60+ Census Data and Population Projections

1990 – 2020

City/Town	1990	2000	Change 1990-2000	2010	Change 2000-2010	2020	Change 2000-2020
<b>Massachusetts</b>	<b>1080881</b>	<b>1096567</b>	<b>1.5%</b>	<b>1272323</b>	<b>16.0%</b>	<b>1632168</b>	<b>48.8%</b>
Ashland	1626	1927	<b>18.5%</b>	3020	<b>56.7%</b>	5024	<b>160.7%</b>
Dover	835	884	<b>5.9%</b>	1068	<b>20.8%</b>	1303	<b>47.4%</b>
Framingham	10940	11187	<b>2.3%</b>	12288	<b>9.8%</b>	14234	<b>27.2%</b>
Holliston	1345	1744	<b>29.7%</b>	2467	<b>41.5%</b>	3181	<b>82.4%</b>
Hopkinton	937	1239	<b>32.2%</b>	1946	<b>57.1%</b>	3421	<b>176.1%</b>
Hudson	2569	2977	<b>15.9%</b>	3613	<b>21.4%</b>	4647	<b>56.1%</b>
Marlborough	4777	5465	<b>14.4%</b>	6734	<b>23.2%</b>	9047	<b>65.5%</b>
Natick	5442	5943	<b>9.2%</b>	6510	<b>9.5%</b>	8077	<b>35.9%</b>
Northborough	1408	1872	<b>33.0%</b>	2723	<b>45.5%</b>	3761	<b>100.9%</b>
Sherborn	514	670	<b>30.4%</b>	816	<b>21.8%</b>	926	<b>38.2%</b>
Southborough	820	1035	<b>26.2%</b>	1311	<b>26.7%</b>	1888	<b>82.4%</b>
Sudbury	1625	2277	<b>40.1%</b>	2958	<b>29.9%</b>	3669	<b>61.1%</b>
Wayland	2112	2485	<b>17.7%</b>	2953	<b>18.8%</b>	3393	<b>36.5%</b>
Westborough	2443	2619	<b>7.2%</b>	3288	<b>25.5%</b>	4584	<b>75.0%</b>

*\*Data from the Research Unit, Executive Office of Elder Affairs, based on MISER data and projections.*

## Needs Assessment Summary

BayPath conducted a Needs Assessment in the fall of 2012. The assessment was undertaken in order to determine the unmet needs of older adults in the fourteen communities which BayPath serves. The Older Americans Act mandates the target population for services is persons age 60+, with special attention to those with the greatest economic and social needs as well as low-income minorities. The AAA will utilize the Needs Assessment result findings, coupled with consideration of the mandated objectives set forth under the Older Americans Act, to outline agency goals and objectives to address unmet needs and to set priorities for grant allocation of Title III funds.

The AAA gathered information from older adults, providers and caregivers through a survey and targeted focus groups. The survey was translated into Portuguese, Spanish, Chinese and Russian to encourage response from seniors whose primary language is not English. The ten-page survey was developed to obtain demographic information, opinions of the services and assistance available to elders, caregiver needs and whether older adults felt their needs were being met. Due to the current economic climate, additional information was solicited to determine if individuals were neglecting certain needs due to financial constraints. The following outlines the data collection methods and response rates for the 2012 Needs Assessment:

### **Surveys (532 total respondents):**

- 50 surveys were delivered to each of the fourteen Councils on Aging in BayPath's service area; **288** surveys were completed and returned to collection boxes at the Councils on Aging or mailed directly back to BayPath for a 41% response rate.
- 490 surveys were distributed to home-delivered and congregate meal clients; **98** were completed and returned for a 20% response rate
- 50 surveys were delivered to a low-income older adult housing site in Framingham; **19** were completed and returned to BayPath for a 38% response rate.
- 20 Surveys were delivered to a food pantry in Natick; **9** surveys (1 from a Russian speaking older adult) were completed and returned for a 45% response rate.
- The survey was published online at [www.surveymonkey.com](http://www.surveymonkey.com) with **36** individuals completing the survey online.
- **74** Chinese speaking older adults completed the survey. Surveys were distributed at a low-income housing site in Framingham and an Adult Day Health program in Marlborough.
- **7** Spanish speaking older adults completed the survey.
- **1** Portuguese speaking older adult completed the survey.

### **Focus Groups (119 total participants):**

- Chinese older adult focus group at a Framingham housing site- **20** participants.
- Spanish/Portuguese older adult focus group at the Marlboro COA- **14** participants.
- Two focus groups with Lesbian Gay Bisexual and Transgender (LGBT) older adults, allies and professionals- **85** participants.

The following were found to be the top needs of elders in the BayPath planning and service area. The information was derived from all information gathered in the Needs Assessment, which included the survey results and the four focus groups.

### **Top Reported Unmet Needs:**

- Transportation for all needs: medical, social, recreational
- Escort for medical appointments
- Exercise/athletic programs
- Homemaker services
- Household repairs
- Educational programs
- Family caregiver / respite services
- Meal / nutrition services
- Depression / loneliness / isolation
- Memory loss / confusion

### **Areas being neglected due to a shortage of money:**

- Ancillary services hearing, vision, dental
- Household repairs
- Transportation
- Recreation / social activities
- Food

### **Top Unmet Needs of Caregivers (117 respondents):**

- Respite services (caregivers don't know what is available, can't afford services, and the care recipients are hesitant to accept services)
- Depressed mood /mental health
- Financial problems
- Assistance finding information on available services
- Assistance applying for services / benefits
- Assistance paying for services

### **Additional Unmet Needs Reported in Focus Groups:**

- Translation services
- Bi-lingual home-makers, personal care workers and case managers
- Access to affordable ethnic food, ingredients and home-delivered meals

- Educational and employment opportunities
- Healthcare (especially ancillary services)
- Access to LGBT friendly long term services and supports
- Safe, open and accepting housing
- Training for COAs and elder services organizations in identifying and working with LGBT older adults in a culturally competent manner

## **Funding Priorities 2014-2017**

Based on the Needs Assessment results reported above, the AAA has established the following funding priorities for title III funds for 2014-2017:

- 1. Transportation Programs**
  - Transportation for medical, social, recreational and other purposes
  - Proposals must be for new projects or projects that expand upon current transportation options
  - Proposals for programs that provide service to multiple towns are encouraged
- 2. Minority Outreach and Programming**
  - Including outreach to minority and isolated populations (e.g., LGBT older adults, cultural/ethnic minorities, older men living alone, etc...)
  - Programs that meet nutrition, recreation, transportation and translation needs
- 3. Programs that Reduce Loneliness/Isolation/Depression**
  - Friendly visitor programs, check-in programs, etc...
- 4. Educational Programs**
- 5. Home Repair and Maintenance Programs**

## Focus Area Summary

The Massachusetts Executive Office of Elder Affairs has identified four major “focus areas” to be addressed through the FY 2014-2017 Area Planning process: Older Americans Act Core Programs, ACL Discretionary Grants, Participant-Directed/Person-Centered Planning and Elder Justice.

### **1. Older Americans Act Core Programs**

#### **Information and Referral:**

BayPath's Information and Referral (I&R) Department is a member of the Alliance of Information and Referral Systems, Inc. (AIRS), a professional organization committed to improving access to services for all people through the mechanism of information and referral. BayPath's I&R specialists are excellent ambassadors for the agency and put incredible effort into maintaining up-to-date information on available resources. The I&R department goes above and beyond to connect people to other agencies and organizations if BayPath cannot fill their need. Over the next four years, BayPath's I&R department will continue to keep informed of new programs and resources as well as changing guidelines for local, state and federal benefits. BayPath staff will outreach to new potential clients and caregivers at least one time per month at health fairs and community events. BayPath is also exploring the possibility of adding a development and community relations person to the agency's team.

#### **Family Caregiver Program:**

The Caregiver Program at BayPath provides educational programs and support services to family caregivers and professionals. BayPath staff members are also trained in the Powerful Tools for Caregiving evidence-based program. BayPath partnered with Staples Corporation to bring this program to their employees. BayPath hopes to continue to build these corporate relationships in order to better reach caregivers before they are in need of services. The caregiver department also coordinates the Partnership for Healthy Caregiving, a coalition formed to raise awareness of and advocacy for the needs of family caregivers. Through this coalition and other activities, the caregiver department is helping to build the capacity of community agencies in Metrowest to identify and address the needs of caregivers. Over the past five years, BayPath has referred 1,175 clients to its 14-town caregiver support program, an average of 235 per year. There are many more Metrowest caregivers in need of assistance, and those numbers are expanding rapidly. In the most recent Needs Assessment, one of the biggest needs among caregivers was “finding information on available services,” which was cited by 52% of respondents, including 20% who “had need and did NOT receive assistance.” 83% stated they would prefer to have a single website that brought together all relevant information for local caregivers in one place, while 79% of those who don't currently use the internet for such information would consider using such a site that brings together everything in one place. BayPath received a six-month \$60,000 planning grant from the Metrowest Health Foundation to research the development of a comprehensive website specifically for caregivers in the Metrowest area. BayPath also received an additional one-year \$160,000 grant from the

Metrowest Health Foundation to design and implement the [CaregivingMetroWest.org](http://CaregivingMetroWest.org) website to address the unmet need for a single point of access to caregiver information, supports, resources, and social connections for potentially thousands of caregivers whose care recipients live in Metrowest Health Foundation's 25-town service area. The website will include a customized assessment tool, an interactive map, message boards, a secure personal section, a caregiver blog, an interactive glossary and comprehensive tips and information on all aspects of caregiving.

The 25 towns comprising the area to be served by the [CaregivingMetroWest.org](http://CaregivingMetroWest.org) website feature a diverse population with 75,814 minority residents representing 16% of the region's 475,012 total residents. That includes an Asian population of 28,301 (6%), Hispanic population of 24,908 (5.2%) and a black population of 9,685 (2%). In addition, 18.4% of the 25 towns' total population (87,480) speaks a language other than English at home.

While many issues facing caregivers transcend specific racial, ethnic or cultural needs, there is evidence that the stresses associated with the role affect some groups differently. As part of the most recent needs assessment, two focus groups were held with members of the Lesbian, Gay, Bi-sexual, and Transgender (LGBT) community totaling 80 participants. One focus group was held with 14 Spanish- and Portuguese-speaking participants and one focus group was held with 20 Chinese Older Adults.

The issues consistently raised in the focus groups included the need for translation services, increased education about available services and transportation needs. The LGBT focus groups also revealed a need for improved cultural competence and sensitivity, along with information about what services and organizations were open and accepting to LGBT caregivers and care recipients. LGBT caregivers also expressed a desire for legal and financial information for their specific needs.

The [CaregivingMetroWest.org](http://CaregivingMetroWest.org) website will have content area for caregiving issues of different cultures, covering concerns of caregivers from different racial and ethnic backgrounds, needs specific to the LGBT community and gender-related issues. BayPath is currently reaching out to members of the LGBT community to add to the advisory council for the website. BayPath has also established an LGBT aging task force that will be developing specific outreach and programming goals for the next four years.

BayPath also will provide contacts for non-English-speaking caregivers, with information on the website to connect caregivers to Russian, Spanish, Portuguese and Chinese speaking support staff. BayPath has two Russian-speaking, one Spanish-speaking and one Portuguese-speaking case manager, along with a staff member who provides written and spoken translations in Chinese.

### **Elder Nutrition Program:**

BayPath's nutrition program serves an average of 9,000 meals per month through the Meals-on-Wheels program and an additional 500 meals per month at eight congregate meal locations. These congregate meal programs provide opportunities for socialization and companionship, as

well as a well-balanced “home cooked” meal. Access to nutrition education, exercise activities, health promotion and disease prevention are available at all locations. BayPath partnered with the United Way of Tri-County to open the eighth congregate meal location at the Pearl Street Cupboard and Café in Framingham. This location will have an on-site food pantry and will also be a comprehensive service center to provide additional access to formal and informal education, and accessible, appropriate information on available services and benefits. Participants will be able to submit SNAP applications online at the facility in order to speed up enrollment. BayPath is also partnering with the United Way of Tri-County and the Marlborough Council on Aging to pilot a supplemental food delivery project for older adults who cannot access the food pantry.

The Elder Nutrition Program at BayPath has also established some unique corporate partnerships to increase volunteerism in the Meals-on-Wheels Program. BayPath has partnered with Avidia Bank to create a Workplace Delivery Team of over 20 Avidia Bank employees who take turns delivering meals on wheels during their work hours. Feedback on the program has been overwhelming positive and the partnership has been seen as a success by both organizations. BayPath plans to develop more of these corporate partnerships over the next few years.

BayPath’s registered dietician provides individual nutrition counseling as well as group-based nutrition education at various sites in our catchment area. BayPath’s nutrition department piloted a program at two local COAs to provide individual nutrition counseling sessions right at the COA. This program was very successful with every slot for nutrition counseling easily filled at both locations. The department plans to continue to do these day long programs at other area COAs.

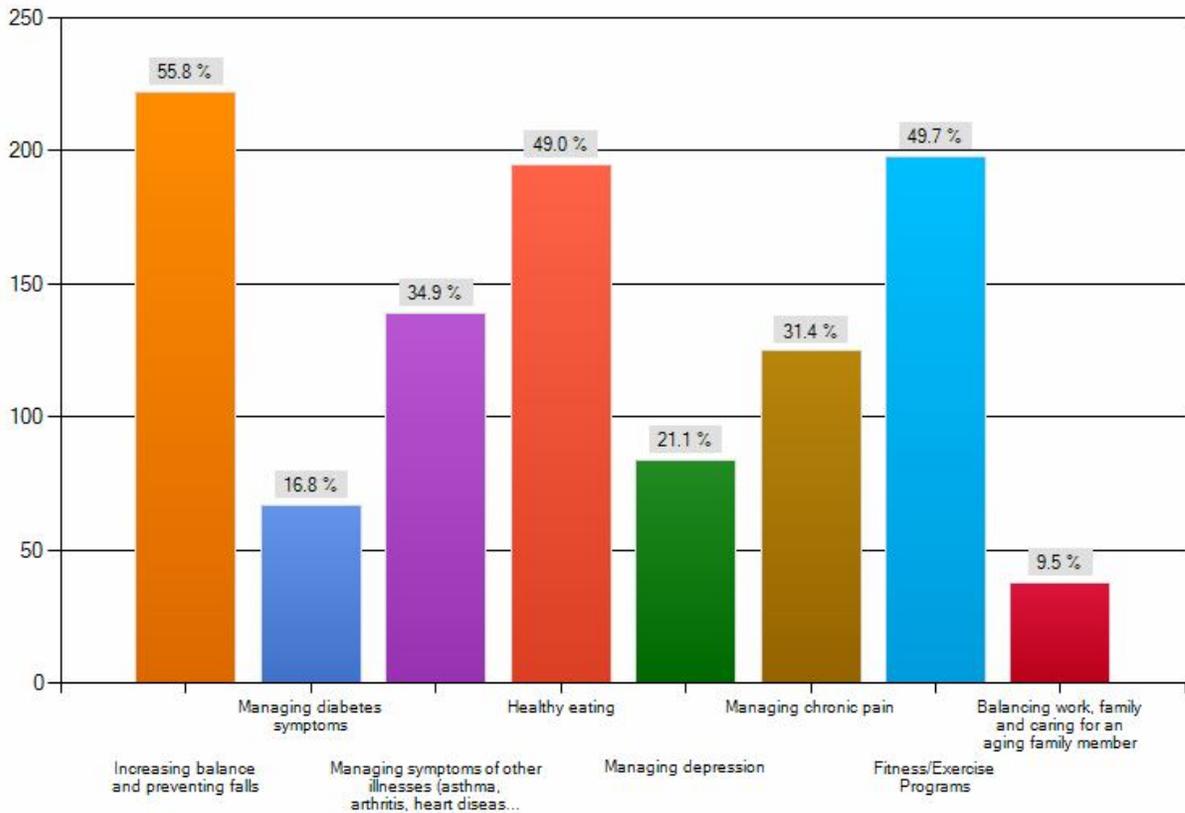
## **2. ACL Discretionary Grants**

Over the next four years, BayPath plans to address the unmet needs reported in the Needs Assessment by partnering with councils on aging and other community organizations to start or expand services in each of these areas (through the Title III planning and grants process). Priority will be given to proposals and projects that serve the needs of older adults with the greatest economic need, the greatest social need and low-income minorities. BayPath’s funding priorities for FFY14 as decided by the planning and allocations committee are transportation programs, minority outreach and programming, programs that reduce loneliness/isolation/depression, educational programs and home repair and maintenance programs.

### **Healthy Aging and Evidence-Based Programs**

The AAA needs assessment asked respondents about their interests in Healthy Aging classes and programs. The chart below represents the results of the survey.

**If you had the opportunity to participate in a class on one of the following topics, which classes would be the most helpful to you? (Please select the top 3 areas that you are most interested in)**



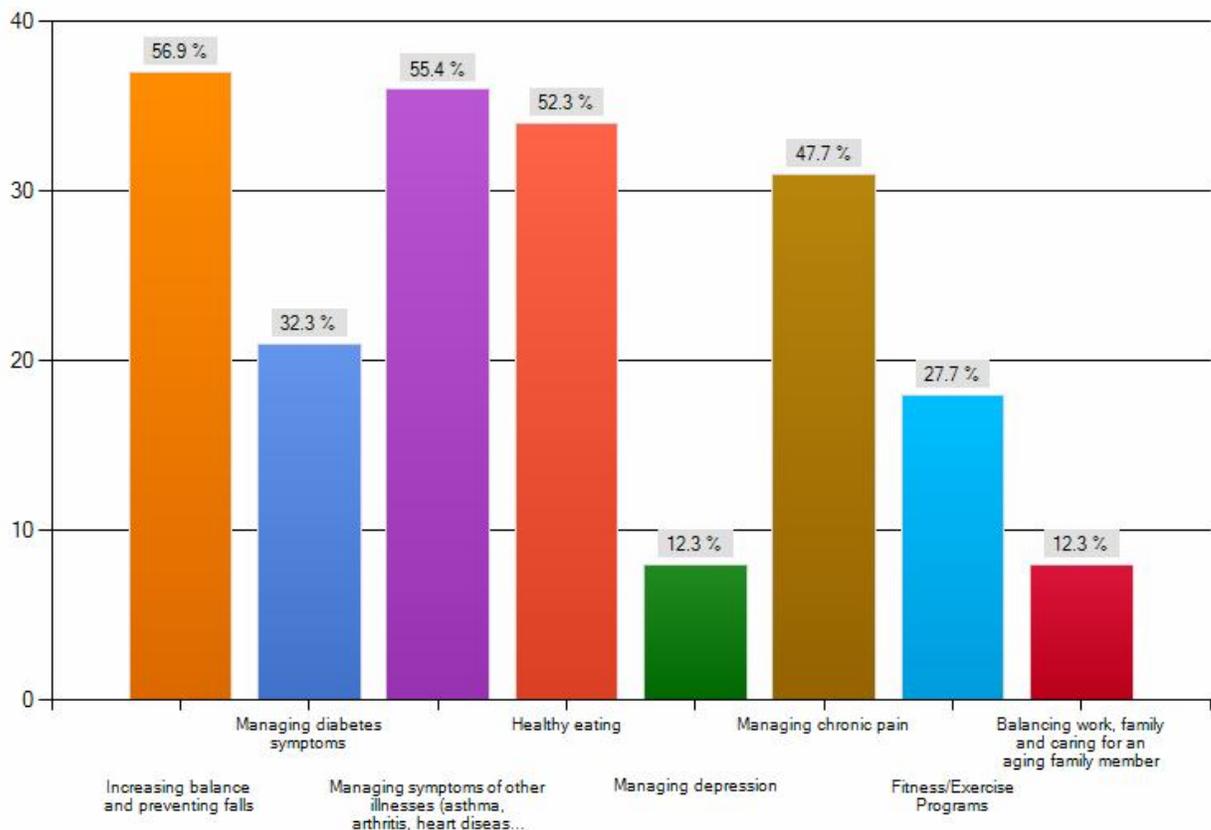
BayPath has developed partnerships with area councils on aging and other community organizations to help build their capacity to provide these types of evidence-based healthy aging programs in their community. BayPath is currently partnering with the Sudbury, Northborough, Sherborn and Holliston Councils on Aging to recruit and train healthy aging leaders in Matter of Balance and the Chronic Disease Self Management Program. BayPath's Healthy Aging Coordinator has been key in helping the councils on aging and other community organizations to develop healthy aging programs and get leaders trained. BayPath's Healthy Aging Coordinator provides consultation and technical assistance to organizations in Metrowest interested in running evidence-based programs. BayPath is working closely with Jewish Family Service to support the new Metrowest Healthy Aging Coalition to provide support and promotion to all healthy aging program offerings in Metrowest. BayPath plans to host three leader trainings in FFY14 (one CDSMP leader training, one Matter of Balance training and one CDSMP master trainer training). BayPath also plans to run one session of the CDSM program for chronic pain and three sessions of Matter of Balance in FFY14. BayPath also has staff members and volunteers trained in the Healthy Eating for Successful Living program and will continue to provide these classes throughout Metrowest.

### **Bilingual and Bicultural Healthy Aging Initiatives:**

BayPath continues to partner with the Latino Health Insurance Program to provide evidence-based healthy aging programs for Latino older adults in the Metrowest area. As a result of the partnership, bi-lingual leaders have been trained in “Mi Vida, Mi Salud” and the Powerful Tools for Caregivers program.

BayPath is also working with the Boston Chinese Golden Age Center to bring evidence-based Healthy aging programs to Chinese older adults in the Framingham area. Since March 2013, the Healthy Aging Program at BayPath Elder Services has been serving 22 Mandarin-speaking elders at the Framingham Housing Authority with an eight week Matter of Balance Program to be followed by a six week Chronic Disease Self-Management Program. The project is funded by the Tufts Health Plan Foundation. The Mandarin-speaking class leaders are provided through a partnership with the Greater Boston Chinese Golden Age Center. Seventy-four Chinese older adults participated in the needs assessment survey. They were asked about their interests in healthy aging programs and the results are outlined in the chart below.

**If you had the opportunity to participate in a class on one of the following topics, which classes would be the most helpful to you? (Please select the top 3 areas that you are most interested in)**



BayPath will continue to partner with the Greater Boston Chinese Golden age Center to bring more healthy aging programs to Mandarin speakers including an evidence-based Tai Chi program. BayPath will also be partnering with the Greater Boston Chinese Golden Age Center to bring bilingual and bicultural social services to the Framingham area such as information and referral, language assistance, application assistance, health insurance counseling and social programming.

### **Aging and Disability Resource Center:**

BayPath Elder Services, HESSCO Elder Services and the Metrowest Center for Independent Living make up the area's Aging and Disability Resource Center. The three agencies have worked together to be a "No Wrong Door" or "Single Entry Point" for people of all ages, incomes and disabilities to go for information and one-on-one counseling on the full range of Long Term Services and Supports (LTSS) options. The three agencies cross-train their Long-Term Care Options Counselors and meet quarterly to provide updates and share best practices. BayPath has the smallest Long-Term Care Options Counseling program of the three agencies. BayPath has been working to grow the program through outreach to rehab facilities, nursing homes, rest homes, councils on aging, and hospital and physician groups. BayPath plans to do more targeted outreach and training to older adults and their caregivers directly. BayPath would also like to begin holding Long-Term Care Options Counseling "office hours" at councils on aging and at Southborough Medical Group.

### **3. Participant-Directed/Person-Centered Planning**

BayPath has been a leader in the state in person-centered services for older adults. In 2009, BayPath collaborated with Advocates Inc. with the support of the Executive Office of Elder Affairs to pilot an alternative assessment and intervention plan for serving nursing-home eligible non-medicare older adults (ECOP clients). This program, known as the Person-Centered Care (PCC) program, utilizes the principles and values of self-determination and person-centered planning to support older adults in their homes and communities of choice by increasing their quality of life. All new ECOP clients are given the choice to participate in the Person-Centered Care Program or to have traditional ECOP services. Individuals who chose participate in the PCC program are given an annual individual budget allocation which they can use to purchase goods and services that are not limited to the traditional ECOP eligible services. The person has the opportunity and support to direct their person-centered planning process. PCC case managers are trained in a process of listening and learning from individuals about their lives and goals they would like to achieve. The case manager assists clients in working toward their goals and dreams. PCC clients have used their care plan dollars to get out of their homes with their homemakers to go grocery shopping, clothing shopping or to a local restaurant. Other PCC clients have used their care plans to use outside vendors, get haircuts, have take-out meals or receive animal-assisted therapy visits. The PCC program currently has 38 individuals enrolled. The program's enrollment was stagnant while an ECOP waitlist was in place; but BayPath anticipates growth in the program over the next few years. BayPath plans to train case managers in all programs to assess and intervene using person-centered principles. Working

with clients in a person-centered way can make a huge difference in empowering them even in programs that don't have as much flexibility with care plan dollars.

BayPath also has a very successful Personal Care Attendant (PCA) program. The PCA Program is a "consumer directed" program funded by MassHealth. Consumers assume the responsibility for hiring their own personal care attendants (PCAs) to meet their specific care needs. The PCA program has grown significantly over the last few years and now has over 200 participants. BayPath anticipates further growth in the program as Integrated Care Organizations begin contracting with Aging Services Access Points.

## **4. Elder Justice**

### **Elder Abuse, Neglect and Exploitation**

BayPath has established a very close working relationship with both protective services agencies in our area. Springwell and Elder Services of Worcester both hold office hours at BayPath once a month in order to provide one-on-one, in-person consultation to BayPath staff members. The protective services departments at Springwell and Elder Services of Worcester, Inc. also provide annual training to BayPath staff. All BayPath staff and program volunteers receive ongoing supervision and training on recognizing and reporting signs of elder abuse, neglect and exploitation. BayPath staff members will consult with a supervisor and protective services when concerned about potential abuse, neglect, and exploitation or self-neglect of a client. BayPath's Interdisciplinary Decision Team (IDT) will meet at least two times per week to discuss complex cases and outline a plan for additional assessment and intervention.

### **Legal Services**

BayPath has a long-standing partnership with Metrowest Legal Services to help protect the rights of vulnerable elders. Metrowest Legal Services has received Title III-B funding from BayPath for over 33 years. In FFY 2012, Metrowest Legal Services provided legal representation and/or information and referral services to 302 elders. One hundred seventy of those elders were living below the poverty level and 71 of those elders were living with a physical and/or mental disability. Consumer/finance issues and housing issues continue to be the top legal need areas for elders in Metrowest. Bankruptcy/debt relief and landlord/tenant issues were the most requested reasons for needing legal representation. Metrowest Legal Services also used grant funding to do presentations on legal issues affecting elders at four senior centers and three other community-based locations. BayPath will continue to partner with Metrowest Legal Services to serve the legal needs of over 300 older adults per year.

### **Money Management Program**

Since 1991, BayPath's Money Management Program has provided much-needed support for older adults who have difficulty managing their day-to-day finances. Through the Money Management Program, clients benefit from free assistance with bill paying, budgeting, reading mail, advocating with service providers and more. With the support of BayPath's money management volunteers, older adults receive the targeted help they need for improved stability

and prolonged independence. The program's mission is to promote and prolong independent living for low-income older adults by assisting them with their routine financial needs. This is achieved through the dedicated support of screened and trained money management volunteers. BayPath has 76 active money management volunteers serving approximately 66 older adults in the Metrowest community. Volunteers receive training in detecting and intervening in cases of suspected abuse, neglect or financial exploitation. Volunteers are also trained in recognizing and intervening with potential mental health issues which could put their clients at higher risk of being abused, neglected or exploited. BayPath's Money Management Program works closely with legal services and both protective services departments in the area. A representative from Metrowest Legal Services sits on the Money Management Program's advisory council and provides consultation. The Money Management Program will add a representative from protective services to the advisory council for consultation and to further strengthen the program and its relationship to both protective services departments.

### **Long-term Care Ombudsman Program:**

The Long Term Care Ombudsman Program is a very strong program at BayPath. In FFY12, volunteers and staff made 1,169 visits to nursing homes and had over 2000 hours of face-to-face time with residents, families and nursing home staff. The Ombudsman program at BayPath takes a very proactive approach and has volunteers and staff in the nursing homes regularly even if no complaints have been made. All facilities are visited at least twice a month, but most are visited on a weekly basis. Ombudsman volunteers and staff try to introduce themselves to as many residents, families and facility staff as possible during visits. BayPath wants residents and families to be aware of the program and know who their ombudsmen are and how to contact them if needed. The director of the program has worked really hard to have more interaction with caregivers and families who are now more aware of the program. Ombudsman volunteers and staff are also involved in resident councils at the facilities. BayPath's Ombudsman Program recently hosted a series of Saturday trainings to accommodate potential volunteers who could not make it to training during typical business hours. BayPath will continue to be flexible in order to attract more volunteers and retain them.

# Quality Management

The mission of Continuous Quality Improvement (CQI) at BayPath is to provide the structure for continuous improvement of programs and services based upon established clinical best-practice guidelines and identified needs and concerns of clients, caregivers and families. Continuous improvement is accomplished by employing and training competent staff; assessing client, caregiver, and consumer satisfaction; maintaining dignity, empowerment, and respect for all persons; utilizing evidence-based research methods; establishing community partnerships; and creating new innovative initiatives to meet ever changing challenges in the marketplace.

## Definition of Quality

Quality is maintained and improved by:

- Hiring and training diverse staff to improve competencies;
- Meeting and exceeding regulatory requirements;
- Meeting and exceeding consumer expectations;
- Improving client, caregiver, and family outcomes;
- Meeting and exceeding community/stakeholder expectations;
- Improving efficient and effective use of resources;
- Maintaining core values of dignity, respect, and empowerment for consumers and their family members;
- Continuously innovating to meet the ever-changing needs of older adults and their caregivers; and
- Improving efficient and effective collateral agency communication.

## Consumers

BayPath's consumers include clients, caregivers, and families residing in the communities served by BayPath. These are not our only consumers, however. Internal consumers include staff, board members, and donors. External consumers include vendors, councils on aging, community agencies, ASAP(s), medical centers, health centers, funding sources, and neighboring businesses. BayPath continually strives to keep open communication with its consumers to understand needs and concerns of the community.

## Methods of Collecting and Organizing Data

- Record reviews
- Monthly department statistics
- Monthly Title III program reports
- Satisfaction surveys (consumers, staff, stakeholders, family members, program participants)
- Policies/procedures
- On site reviews
- SIMS reports
- Activities and referrals reports
- Vendor and annual Title III program monitoring
- Staff competency- credentialing/orientation/training
- Program evaluation
- Infrastructure evaluation

## **FY2014-2017 Goals and Objectives**

### **Goal #1: Improve meal/nutrition programs and services for current consumers as well as underserved populations.**

- Provide Chinese elders with Chinese home-delivered meals, nutrition education and in-home medical nutrition therapy in their language to those elders at high nutritional risk.
- Examine ways to increase outreach efforts to minority populations by exploring new locations for nutrition education programs.
- Investigate offering a choice menu daily for home-delivered and congregate lunch participants to give consumers a choice of entrée while improving the congregate lunch experience.

### **Goal #2: Help older adults and caregivers access information and an array of health and support services.**

- BayPath will continue to increase awareness of the Money Management Program as a free service in the community that assists elders with budgeting and routine financial matters.
- Provide access to financial workshops that would inform elders and help build skills related to budgeting, credit, debt, saving, and scams.
- Explore viability of implementing AARP's Finances 50+ through the Money Management Program. (AARP Foundation and Charles Schwab Foundation recently developed [Finances 50+](#) to enable nonprofit organizations to provide basic money management training to older adults.)
- Determine what barriers exist for older adults in obtaining ancillary health services and offer the necessary resources to help older adults access necessary services.
- Explore ways to increase the identification of older adults in the community who are experiencing isolation/depression and connect them with the necessary support.
- Continue to provide training to staff members to identify and intervene with older adults with mental health issues. Research further options available to older adults in order to assist them with their individual needs related to loneliness and mental health.
- Maintain regular communication with councils on aging and senior centers to strengthen ongoing relationships, coordinate care and improve services for older adults in the BayPath service area.

- Continue to work with HESSCO Elder Services and the Metrowest Center for Independent Living as the area's Aging and Disability Resource Center to strengthen the "No Wrong Door" or "Single Entry Point" for people of all ages, incomes and disabilities to get information and one-on-one counseling on the full range of LTSS options.
- Design and implement the [CaregivingMetroWest.org](http://CaregivingMetroWest.org) website to address the unmet need for a single point of access to caregiver information, supports, resources, and social connections for potentially thousands of caregivers whose care recipients live in Metrowest Health Foundation's 25-town service area.

**Goal #3: To ensure the rights of older adults and prevent their abuse, neglect and exploitation.**

- Continue to partner with the protective services programs at Elder Services of Worcester Area and Springwell, Inc. to provide staff with ongoing training and consultation to prevent, identify and intervene with older adult abuse, neglect and exploitation.
- The Money Management Program will recruit at least one staff member from the protective services programs to serve as a member the advisory council.
- The Ombudsman Program will increase the number of volunteers from 15 to 20 and will increase visibility in facilities.
- The Ombudsman Program will also increase awareness of the program by participating in more community events.

**Goal #4: Help older adults live healthy and active lives.**

- Improve relationships and communication with local transportation providers including the MWRTA and ITN America.
- Continue to prioritize Title III funding requests that expand upon currently available transportation options for area older adults.
- Increase Falls Prevention programming in BayPath's 14-town service area by 100%.
- Promote A Matter of Balance, the 8-week series course designed with light exercise for strength and peer discussion for reducing fears around falling. Hold 8 to 10 Matter of Balance workshops in the service area each year; reaching 400 participants over 4 years.
- Promote Tai Chi for Healthy Aging, the 24-week series course designed to promote strength and balance. Hold additional trainings each year. Organize 5 to 6 ongoing Tai Chi classes in the service area each year, reaching 250 participants over 4 years.

- Participate in Falls Prevention Awareness Day at the State House in September of each year and roll out communications/public relations toolkit to COAs for assistance with their own falls prevention programming and awareness. Base this work as kickoffs to Tai Chi and Matter of Balance programs.
- Provide healthy living programs to Chinese Older Adults in Framingham, Westborough and Marlborough as needed.
- Incorporate more pre/post-testing and wellness screenings with each healthy living program.

**Goal #5: Help older adults successfully transition from one care environment to another.**

- Improve coordination of care and communication with other community providers including hospitals, medical offices, councils on aging, skilled nursing facilities and other community-based organizations.
- Establish stronger relationship with hospital and rehab discharge planners and social workers. Invite discharge planners and social workers to BayPath to educate on available services and discuss ways to better coordinate care.
- Hire a case manager to work on discharge planning from rehab facilities.
- BayPath's nursing staff will evaluate consumers in rehab facilities for PC, ADH and waivers when necessary before discharge.
- BayPath's nursing staff will do PC and waiver assessments prior to VNA discharge to minimize length of time without adequate care in the home setting.
- BayPath's Community-based Care Transitions Program (CCTP) will increase community awareness of BayPath services by:
  - Creating a care package representing key services to present to each CCTP client at home visits in multiple languages
  - Collaborating with other agency departments to improve coaches understanding of agency services and referral processes.
  - Educating hospital staff about BayPath services.
  - Coaching clients to access services through self-referrals.
- CCTP will identify consumers with mental health and substance abuse issues and connect them to community services upon discharge from the hospital by:
  - Hiring a behavioral health coach
  - Selecting screening tools and training staff to use screening tools to identify CCTP consumers in the hospital with mental health/substance abuse conditions.

- Building working relationships with hospital case managers and community providers along the continuum of care to connect consumers to community resources/services.
- Selecting and implementing an evidenced-based program to supplement Coleman coaching in order to better serve consumers with mental health/substance abuse conditions.

**Goal #6: Provide a more person-centered approach in working with caregivers and consumers.**

- In-home assessments will ascertain all areas of need when creating care plans for consumers.
- Community resources will be explored in order to offer alternative options to consumers.
- Improve collaborative efforts within individual town agencies and local businesses to share information on ways to better serve elders in their homes.
- Provide elders with options for services in addition to their home care service plans in order to better meet their needs.