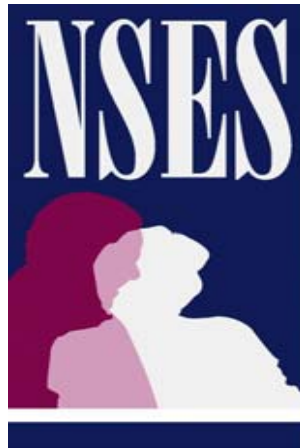


**Massachusetts State Plan on Aging
2010-2013
Area Agency on Aging**

**North Shore Elder
Services**
Life. Made Easier.



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Table of Contents

Planning and Service Area Map-----	1
Introduction-----	2
The Plan Narrative- Nine Focus Areas-----	6

Appendices

Exhibit A- Official Signature Page-----	19
Exhibit B- Area Plan on Aging Assurances & Affirmation-----	20
Exhibit C - AAA Organizational Chart-----	21
Exhibit D - AAA Corporate Board of Directors- Form 1-----	22
Exhibit E- AAA Advisory Council Members- Form 2-----	23
Exhibit F- AAA Funded Services Document- Form 3-----	24
Exhibit G- AAA Focal Points Document- Form 4-----	25
Exhibit I- Projected Budget Plan- FFY2010-----	26

Introduction

North Shore Elder Services, Inc. (NSES) was founded in 1976 as a private, not-for-profit, 501 (c) (3) organization serving the needs of older adults and their families on the North Shore. NSES started as a small home care agency with an initial budget of \$530,000 serving approximately 350 clients. The agency has grown on a consistent basis by being responsive to the changing needs of elders and offering new, innovative programs and services to elders and those who care for them.

Today the agency has an annual budget of 12 million dollars and provides services for over 3,000 clients. NSES's mission is to provide information and services that help elders maintain their independence and quality of life by combining experience with an extensive network of resources, well-established community relationships, and vital health care partnerships. North Shore Elder Services is a team of specialists making life easier for elders and those who care for them. The agency offers information, support, and solutions.

As an Area Agency on Aging (AAA), North Shore Elder Services is required to create a four year Area Plan on Aging, which outlines activities to be performed that will enhance service delivery to elders in greatest social and economic need. The planning and service area (PSA) includes the communities of Danvers, Marblehead, Middleton, Peabody and Salem. As an AAA, NSES is charged with the annual measurement and assessment of both the needs of the older adult population in the service area and the variety of resources available to meet these needs. NSES identifies unmet needs of older people within its PSA; examines the resources available to meet those needs; outlines strategies and approaches to develop a comprehensive, coordinated network of service for older people; and facilitates elders' and caregivers' access to and use of existing services.

The AAA Advisory Council is comprised of elder consumers residing in the PSA and/or representatives from community agencies who play a vital role in recommending the distribution of Older Americans Act funds. NSES is governed by a seventeen member Board of Directors comprised of representatives from each of the communities, with the majority being over the age of sixty.

Summary Details of the Older American Act:

The Older Americans Act (OAA) of 1965 sought to ensure that all elders, especially the most isolated and disadvantaged, have an adequate retirement income; the best possible physical and mental health, without regard to economic status; suitable and affordable housing; a choice of community services which provide a continuum of care, an opportunity for employment; retirement in health, honor and dignity; the opportunity to participate in and contribute to meaningful activity; immediate benefit from proven research knowledge which can sustain and improve health and happiness; and protections against abuse, neglect and exploitation.

Title III of the OAA, as amended authorizes funding and provides parameters for the operation of programs which address the entire spectrum of elders' needs through in-home and community based initiatives. NSES grants Title IIIB Supportive Service funding to the Councils on Aging for programs that include transportation, respite and out-reach. Through these successful partnerships NSES has created a strong network of community agencies that support the elderly. Though special emphasis is placed on

elders with particular economic or social needs, all Americans over age 60 may benefit from OAA and Title III programs.

Title III Funded Programs

Family Caregiver Support:

The NSES Family Caregiver Support Program (FCSP) empowers caregivers and elders by providing information, education, support and services, often at no cost, to help alleviate stress and improve the quality of life for the entire family. There has been an increase in the number and complexity of referrals to FCSP over the past year due in part to more elders living longer and choosing to remain at home. Family members are often stressed with their own work and financial problems, and are not equipped to deal with this new caregiving role. Enrollment in the NSES Caregiver Contingency Program has also increased steadily over the past year. This innovative program provides an in home consultation with caregivers for the purpose of contingency planning in the event of a caregiver emergency. FCSP pays for the in home nursing assessment and linking of the caregiver with an agency that agrees to act as an emergency responder. FCSP also underwrites the cost of the first 24 hours of care during the emergency, allowing the caregiver and family time to make follow up arrangements.

Nutrition:

The nutrition program offered by NSES fulfills a fundamental need for elders in the area who lack the resources or ability to prepare a well-balanced meal. NSES serves approximately 9,400 home-delivered meals and 4,000 meals at community dining sites on a monthly basis. Community Dining takes place at the five councils on aging and serves seniors age 60 or older who would like a hot, well-balanced lunch to be enjoyed in the company of others. NSES also offers a Home-Delivered Meals Program for residents age 60 or older who are unable to prepare a balanced meal or safely participate in the congregate dining program. This program is a fundamental support to homebound elders. NSES, in partnership with Jewish Family Service of the North Shore, offers a kosher home-delivered meal program to individuals in Salem, Peabody and Marblehead. NSES has developed collaborative relationships with all five councils on aging in order to successfully implement the nutrition program.

This October, NSES will expand its catering contract with Sidekim Foods, Lynn, MA to include the home-delivered meals and community dining sites in four communities. The fifth community, Peabody, MA will return to preparing their own home-delivered meals in addition to the successful community-dining program they run.

Money Management:

The Massachusetts Money Management Program offered at NSES is one of 25 statewide programs that assist low-income elders with the paperwork necessary to get their monthly bills paid accurately and on time. NSES has a collaborative relationship with Greater Lynn Senior Services to operate their money management program. Together the two programs currently serve 114 clients.

The success of the Money Management Program is attributed to the 75 volunteers who assist clients. Our volunteers meet with clients at least once a month to review bills,

write checks and balance accounts. There are several volunteers who are bi-lingual and can provide help to our Spanish, Russian and deaf clients.

NSES has introduced the Expanded Money Management Program to include those individuals or couples who are over the income or asset limits for the basic money management program but not able to afford a private pay money manager.

NSES has seen an increase of clients who are in need of representative payees. The amount of clients needing this service has doubled in the past year. This can be attributed to an increase in clients referred from protective services for financial exploitation. Another trend is an increase in clients with dementia and clients who are hoarders.

A twelve-member Advisory Council supports the Money Management Program. The council is comprised of professionals from area local banks, an attorney, a representative from Social Security, several housing directors, and a council on aging director. The Council meets quarterly and is instrumental in providing publicity for the program, technical assistance and fundraising ideas.

Long Term Care Ombudsman:

The Long Term Care Ombudsman Program provides an opportunity for nursing and rest home residents to express their concerns and have their complaints addressed. The NSES Ombudsman program receives, investigates and resolves complaints so that residents can live with dignity and respect. The NSES Ombudsman Program also provides information to the general public about the process of looking for a nursing or rest home, including information on admissions, funding and services.

NSES currently has 25 certified Ombudsman Volunteers within the NSES PSA and the Mystic Valley Elder Services PSA, which includes a total of 40 nursing and/or rest homes. The Ombudsman Program Manager runs monthly meetings for the volunteers to provide further training, education and an opportunity to share general issues and concerns in a group setting.

Legal Services:

NSES has a subcontract with Neighborhood Legal Services, Inc. through the Elder Law Project to provide legal services. Case priorities focus on those needs of elders with the greatest economic and social needs; specifically economic and housing stability for elders, including income maximization, housing preservation and access to health care. The Elder Law Project provides in-service training to staff in various organizations to educate AAA staff and similar organizations about the services available and how to access them. They also maintain bilingual capacity in their offices to better serve non-English speaking clients. They have the in house capacity in Spanish, French Creole, French, Danish, Swedish and German.

Information Services:

The Information Services (IS) department is comprised of two Information and Referral Specialists and the Director of Information Services. NSES utilizes a centralized intake approach handling referrals for most agency programs through the IS department including all home care programs, protective services and most community service programs. Referrals come from calls, faxes, emails, letters, walk-ins, staff, 800 AGE

INFO and the NSES web site. Referrals can be made by professionals, elders, family members, caregivers, community and government agencies.

The staff provides in-depth consultations, specific referrals and guidance to callers on any aging related topics. The agency is an active member of the Aging and Disability Resource Consortium of the Greater North Shore and IS staff are well versed in both aging and disability network resources, services and information. IS staff conducts telephone interviews in a comfortable, conversational manner consistent with quality customer service standards. They are trained to provide information about resources and services provided by a complex array of public and private agencies, knowing the availability, eligibility requirements, fees, subsidies and terminology of services.

NSES has one bi-lingual staff member in the IS department and the agency employs staff members who are fluent in American Sign Language, Spanish, Portuguese, French, Russian, Yiddish, Tagalog and Korean.

I. AoA Focus Area: Title VI (Native Americans)/ Title III Coordination

Historically, the North Shore Elder Services (NSES) catchment area has not had a significant elder Native American population. Based on statistics from the 2000 Census Bureau, out of the five towns in the NSES Planning and Service Area (PSA), there was a total of twelve Native Americans over the age of 60. Furthermore, NSES does not have any Native Americans listed in the SAMS database as receiving any services. The five Councils on Aging in the area do not report any evidence of elder Native Americans attending the Councils or seeking services.

NSES will collaborate with all five Councils on Aging and other aging network organizations to monitor the Native American population. NSES is also seeking consultation with the Massachusetts Medicare/Medicaid Outreach and Education Program (MORE) for assistance in identifying Native Americans in our service area. The Massachusetts MORE Program has just received funding for an initiative targeting Native Americans. If a Native American population is identified, NSES will provide culturally appropriate outreach services and support.

II. AoA Focus Area: Title VII Vulnerable Elder Rights Protection

II.a-Elder Abuse Prevention

NSES has seen a dramatic increase in the number of elders with dementia living in the community without supports. Over the past three years, the NSES Protective Services and Family Caregiver Programs have received more referrals for elders with advanced dementia, who are at risk of harm in the community, who are living alone, or who are living with stressed spousal caregivers.

Education about dementia is key to helping both professional and family caregivers better intervene with this disease and reduce both self-neglect and caregiver neglect. NSES provides annual Alzheimer's training through the Alzheimer's Association for NSES staff and local COA outreach workers. NSES is also a founding member of the North Shore Alzheimer's Partnership. Through this partnership, we have been able to coordinate community education programs, which include an annual Fall "Caregiver Connection" conference, bi-annual training for EMTs to help them respond more effectively with elders with dementia, and the provision of education packets for area Primary Care Physicians.

Goal: Increase community awareness of Alzheimer's in order to get elders and their families connected to available services early in the disease process to prevent the need for protective service intervention.

Planned Initiatives:

- NSES Protective Services Supervisor will educate local police and fire personnel about our services, as they are often the first responders to urgent and complex situations.
- NSES case management and nursing staff will educate local primary care practices about our services.

II.b- Caregiver Support

The NSES Family Caregiver Support Program (FCSP) focuses its attention on providing counseling, support groups, training, respite care and supplemental services to family caregivers caring for vulnerable elders. The Elder Care Advice Program and the FCSP at NSES continues to address the needs of elders to protect them against threats to independence, well-being and financial security.

One new phenomenon, noted by Protective Services, FCSP and Home Care, is the number of overwhelmed caregivers taking care of newly diagnosed later-stage Alzheimer's elders. As a result, FCSP offered a 6-week training program in collaboration with Northeast Link, geared to direct family caregivers. The program was held at NSES and ran during the lunch time hours in order to accommodate as many caregivers as possible. The program received very positive feedback from participants, who felt both more confident and competent in their caregiver role.

Goal: To continue to provide outreach and education to elders and their caregivers.

Planned Initiatives:

- NSES will provide outreach to community providers to educate them on our availability to see clients with Alzheimer's disease or memory loss.
- NSES will continue to offer regular monthly supports groups
 - Group meets on first and third Wednesday's 7:00 p.m.
 - Group meets on first and third Monday's 10:30 a.m.

II.c- Lesbian, Gay, Bisexual and Transgender Population

NSES is aware that Lesbian, Gay, Bisexual and Transgender (LGBT) elders have been an underserved population in our service area. NSES took the initiative to be a part of the LGBT Aging Project's "Open Door Task Force". This is an innovative training and education model, which develops staff cultural competence in working with LGBT elders.

Goal: To increase the number of LGBT elders and caregivers who will use NSES services and feel welcomed at elder service providers in the NSES area, thus reducing issues of self-neglect or caregiver neglect.

Planned Initiatives:

- NSES will host an outreach event to attract LGBT elders and caregivers to NSES. The focus will be a panel discussion with attorneys and financial advisors on the ramifications of same-sex marriage on legal and financial planning.
- NSES will host a training seminar with local Council on Aging staff to share strategies and information learned from the Open Door Task Force group.
- NSES will sponsor a social event for LGBT elders in early December.

II.d- Legal Assistance

Legal Services are sub-contracted to Neighborhood Legal Services' Elder Law Project, through the Title IIIB grant. NSES has awarded Neighborhood Legal Services a Title IIIB grant of \$24,234.00 for fiscal year 2010. Neighborhood Legal Services, Inc. is a full-service civil legal assistance program serving low-income clients in Essex County. The goal of the Elder Law Project is to address the legal issues that affect elders with the greatest social and economic need, with particular attention to low-income minorities. Priority is given to healthcare issues, tenants' rights, long-term care, housing, utilities, protective services for abuse and neglect, and age discrimination.

Goal: To continue the relationship with Neighborhood Legal Services as the primary provider for elder legal services.

Planned Initiatives:

- To continue to award Title IIIB grant funds for elder legal services.

II.e- Guardianship Services

NSES has identified a need for additional Guardianship services. This comes in part from the issue of increased numbers of vulnerable elders with memory loss. Additionally, the protective services program is experiencing an increase in the number of cases that present with complicated financial pictures and no reliable family available to assist. Currently, NSES has a pool of very dedicated attorneys who have helped with pro-bono services and as paid guardians. However, the increased need and increased complexity of these case situations far outweigh the resources currently available.

Goal: To increase the availability of attorneys providing pro-bono services and legal consultation services. This will allow more elders to remain in independent living settings vs. needing to be placed in a nursing facility.

Planned Initiatives:

- NSES is working with area attorneys, including an officer of the Massachusetts Bar who practices on the North Shore, to host a larger meeting with their colleagues and create increased investment in the needs of NSES elders.

II.f- Elder Rights

The Long Term Care Ombudsman Program is an advocacy program for residents confined to nursing facilities for short-term rehabilitation therapy or long-term care and for residents residing in Residential Care Facilities. The Long Term Care Ombudsman Program receives, investigates and resolves residents' complaints. The ombudsman is trained and supervised to spot, prevent and report any incidents of resident mistreatment and to promote a culture of caring in institutional settings. The objective is to resolve issues as soon as possible so the resident can live with dignity and respect. There are presently over 25 Certified Ombudsman Volunteers within the NSES PSA

and Mystic Valley Elder Services (MVES) PSA who visit 40 nursing/rest homes routinely.

The New England Home for the Deaf (NEHD) is in the NSES PSA. A high percentage of the residents are culturally deaf. The Long Term Care Ombudsman Program and the Massachusetts Commission for the Deaf and Hard of Hearing have begun to partner together to provide information to residents in a culturally competent way.

Goal: To develop a residents' rights signing DVD and advanced directives information for the deaf and hard of hearing community.

Planned Initiatives:

- NSES Ombudsman Program and the Massachusetts Commission for the Deaf and Hard of Hearing will partner together to develop the DVD.

II.g- Financial Security

The Money Management Program promotes independent living for people who may be at risk of losing their independence because they are having difficulty managing their financial affairs and do not have friends or family available to assist them. This invaluable service has enabled many clients to remain in their own homes by keeping their finances in order.

The Money Management Program also has a service available for people who are not competent to safely handle their money, called the Representative Payee Program. This past year, the Money Management Program has seen a 100% percent increase in the number of clients needing representative payee services over the last year. This directly reflects the increase of frail elders and disabled living in the community.

In 2007, Money Management staff discovered that there were many individuals with higher incomes than the AARP guidelines allow who need help and cannot afford to hire a private-pay money manager. NSES purchased insurance and started the Expanded Money Management Program to assist these individuals. Income guidelines were set to coincide with Massachusetts Housing income guidelines.

Goal: To increase the number of clients served in both the Money Management Program and the Expanded Money Management Program.

Planned Initiatives:

- Publicize our program benefits to banks, Councils on Aging, senior-housing developments, and elder care attorneys.
- To provide in-service training to volunteers to inform about potential schemes or frauds that could affect elders.

III. AoA Focus Area: Disaster Preparedness

III.a- Disaster Preparedness Strategy

NSES created a Continuity of Operations Plan (COOP) in 2006, as required by the Commonwealth. That document continues to form the basis of a NSES response during a disaster that would affect both staff getting to work and services going in to elders' homes.

All NSES clients are being assessed and assigned a risk level, which will allow vendors to prioritize service during an emergency. This standard and protocol was developed by Lifetime Care Solutions, of which NSES is a member, and is used by the six ASAPs in our region. This risk assessment protocol allows vendors to have an understanding of the urgency of service replacement even when there is not an actual emergency.

Goal: To review and update existing COOP Plan.

Planned Initiatives:

- Review and update the COOP Plan to reflect SIMS, Aging Disability Resource Center – Greater North Shore (ADRC-GNS), and risk assessments.
- Enhance remote site capability for staff to work off-site if needed.
- Assess current technology on hand and determine what updates may be needed to allow for off-site operations of agency.

III.b- Collaborations and Partnerships

NSES's PSA experienced two major disasters in 2006. The first was the Peabody floods in May 2006 in which many of our elders were displaced from their homes, which included both private residences and elder housing complexes. Massachusetts Emergency Management Agency (MEMA) opened several regional disaster recovery centers including one in our PSA in Peabody MA. NSES coordinated the effort to service elders and people with disabilities at the center. We closely collaborated with ADRC-GNS partners, staffing the aging and disability services resource table at all times utilizing ADRC-GNS staff and volunteers.

The second disaster was the Danversport explosion that took place on November 22, 2006. This explosion leveled an entire neighborhood, which included several elders and people with disabilities and caused severe damage to the New England Home for the Deaf (NEHD) skilled nursing facility, assisted living facility, and independent living apartments. As a result, all residents, many of whom were deaf and blind, were displaced in the middle of the night. NSES was on scene at the temporary shelter within hours of the explosion with several staff including employees fluent in American Sign Language (ASL). NSES has a long history of working closely with its' COAs and together were an integral part of assisting those affected, by taking a lead role in getting all NEHD residents placed in another facility.

III.c- Collaborations with State and Municipal Emergency Managers

The ADRC of GNS chose to plan the second annual conference in 2008 based on the above events- It's Not If, It's When- Community Emergency Preparedness for Seniors and Persons with Disabilities. The conference was designed to help both professionals and elders and persons with disabilities identify, recognize and plan for the various needs that may occur in a disaster. Speakers included representatives from the Massachusetts Office of Public Safety and Office of Disabilities, the Massachusetts Emergency Management Agency, local fire departments, Councils on Aging, housing authorities and the Massachusetts Commission for the Deaf and Hard of Hearing. Over 150 people attended the conference and our satisfaction surveys indicate that attendees found it very useful to them in both their personal and professional lives.

Goal: To continue to address the needs of community emergency preparedness for elders and persons with disabilities.

Planned Initiatives:

- The ADRC of GNS is in the process of scheduling a follow up half day meeting during the Fall of 2009 to determine what has been done since the conference; share information learned and best practices and determine what the next action steps will be.

IV. AoA Focus Area: Faith-Based initiatives:

NSES was awarded a Faith-in-Action grant through the Robert Wood Johnson Foundation (RWJ) in 2003. The Faith-in-Action program brought about the awareness of the need to have someone in the agency whose only role was to recruit volunteers for assistance in community programs.

The Community Resource Development Program at NSES was initiated when the RWJ Faith-in-Action grant ended. The program aims to build and renew relationships with local faith-based organizations with a focus on the volunteer programs. Collaboration with these organizations and individuals is one of the ways NSES adds quality and substance to the services it provides to community elders. NSES as well as faith-based organizations understand and appreciate the value that volunteers can add to their respective missions. Agencies and organizations can work together to alleviate isolation and help each other make good volunteer matches.

NSES endeavors to establish a better communications network that will allow the agency and any interested faith-based organizations the opportunity to support each other's volunteer recruitment efforts. Volunteer opportunity listings on various websites bring us the majority of volunteers, but for those hard-to-match and very special volunteer needs, faith-based organizations are one of the best places to look. In turn, NSES hopes to send some volunteers to faith-based organizations.

Recently a database of religious institutions in the PSA was completed. This database contains current and detailed contact information for faith-based organizations in all the 25 cities and towns that NSES volunteer programs collectively cover.

Goal: Expand existing collaboration between NSES and interested faith-based institutions.

Planned Initiatives:

- Reach out to faith-based organizations to talk about ways NSES can help recruit volunteers by making use of email and Internet tools.
- Post volunteer opportunity listings on faith-based organizations' bulletin boards and in weekly publications.

V. AoA Focus Area: Health Care System Coordination:

V.a- Consumer Directed Care

The philosophy of providing elders with choice is an underlying principle of how NSES delivers services. NSES staff act as advocates for elders to make informed decisions on accessing programs and services of their choice. Elders are encouraged to consider all programs that might meet their needs, regardless of whether the program is run by NSES. These include the Program of All Inclusive Care (ESPNS PACE), Commonwealth Care Senior Care Options Plan (SCO), Adult Foster Care (AFC) and Personal Care Attendant (PCA) programs. NSES case managers use a public benefits screen annually with clients to review any new potential benefits.

The Executive Office of Elder Affairs (EOEA) has recently made consumer direction a service option for Home Care clients. NSES case managers and nurses have attended EOEA sponsored training on consumer direction principles.

Goal: Incorporate consumer directed care principles.

Planned Initiatives:

- In fiscal year 2010 NSES will begin working with the Veteran's Administration on a consumer directed home care services program for eligible veterans in the NSES service area.
- NSES will begin offering clients the option of consumer directed service planning within the Home Care Program.

V.b- Medical Advocacy

The At Your Side Medical Advocacy Program (AYS) is a new initiative of NSES, in collaboration with SeniorCare Inc. and the Independent Living Center of the North Shore and Cape Ann. AYS volunteers serve elders, persons with physical and cognitive impairments, and individuals with limited English proficiency to provide assistance in navigating the health care system. Volunteers strive to help the individuals to express their concerns, to ask appropriate questions and to understand the medical provider's answers. They coach, support and empower the individuals to be in charge of their healthcare during their visits and treatments. Our principal objectives are to ensure that the quality of healthcare for individuals is enhanced and that they have greater peace of mind.

Goal: Recruitment and training of additional volunteers to become healthcare advocates.

Planned Initiatives:

- Publicize AYS throughout the North Shore through presentations to community groups, churches, and Councils on Aging.
- Provide initial 6-hour core training module to new volunteers.
- Provide additional in-service training for all volunteers.

V.c- Housing

NSES, Elder Service Plan of the North Shore and Associated Home Care have partnered together on a new residential model for elders seeking 24-hour care in a non-institutional environment. Housing Elders At Residences Together (H.E.A.R.T.) homes house four to six older adults who need assistance with their activities of daily living and would otherwise be at risk of nursing facility placement. The homes provide family style living in residential neighborhoods. Residents in the H.E.A.R.T. homes can be participant's in PACE, SCO, or Choices programs or private pay.

PACE and SCO clients medical needs are managed by the medical teams at the PACE and SCO programs. Choices clients' and private pay residents medical needs are managed between the elder's physicians, the elder and any informal supports that the elder chooses to have involved. H.E.A.R.T. homes are staffed by Resident Care Managers who work around the clock shifts for two to four days at a time. This allows the staff to become very familiar with an elder and his or her baseline functional status. The Resident Care Managers have been trained to contact the on-call director or nurse if a resident is exhibiting any type of change in status.

Goal: To open more H.E.A.R.T. homes in order to make this residential option available to more frail elders who are at risk of institutionalization.

Planned Initiatives:

- NSES is awaiting new regulations being written by the Executive Office of Elder Affairs. Once the new regulations are in place new homes will be opened.

V.d- Benefits Check Up

NSES has identified that there is a need to provide in-home benefits screening to homebound elders living in the PSA. The goal of this service is to improve access to services for the homebound population and to promote financial well-being and healthy aging by assisting an elder to apply for eligible benefits.

The agency applied for and has been awarded a Commonwealth Corps Grant that is specifically tailored to provide stipends to recruited members. NSES has three part time (18 hour per week each) members. Members provide an in-home service that screens the elders for eligibility for public benefits and helps assist them apply for these eligible benefits. This grant has been renewed for fiscal year 2010.

Goal: Continue the Commonwealth Corps Grant for the next fiscal year with three new members. Secure additional local funding to increase coverage.

Planned Initiatives:

- Expand outreach of public benefits specialists to the Councils on Aging.
- Expand outreach of public benefits specialist to area mobile home parks where there is an isolated population.

V.e- Long Term Care Options Counseling (LTCOC)

Individuals in potential need of long-term care will have access to information in a timely and appropriate manner tailored to their situation or disability. Individuals will have access to information on their options via in person assessments in any setting be it institution or at home. Individuals will receive the support needed to make decisions about long-term care options. We will initially target patients of North Shore Medical Centers on the North Shore, which include Salem Hospital, Shaughnessy-Kaplan Rehabilitation Hospital and Union Hospital.

Individuals will receive comprehensive and objective information. All ADRC agency staff will be cross-trained. ADRC staff will also receive in-service education provided by a wide variety of aging and disability providers and advocacy organizations as well as training on how to present information in an unbiased manner. Personal goals, preferences, and values will be honored. We embrace the philosophy of the independent living movement; the individual's "right to fail".

As appropriate to their current roles, other agency staff will provide information and assist in developing and/or implementing individual action plans. These staff positions include Information and Referral Specialists, Elder Care Advisors, Enrollment Specialists, Independent Living Peer Guides, Registered Nurses, and case managers.

Goal: To provide information and resources to people seeking long-term care options so they can make an educated, informed choice on where to receive services.

Planned Initiatives:

- The ADRC of the GNS plans to build capacity in order to follow people across settings.
- Information packets will be translated into Spanish and Russian and will be available to persons who communicate via ASL, audiotape, and electronic assistive methods.
- The ADRC of the GNS plans to add a nurse into the community.

VI. EOEA Focus Area: Transportation Needs and Services

NSES provides assistance to Councils on Aging and other non-profit agencies in obtaining transportation services for elders and the disabled. NSES is part of the Mobility Assistance Program (MAP). MAP provides capital assistance to public agencies for the purchase of vehicles and related equipment to provide transportation to

the elderly and disabled. NSES provides vehicles to groups who otherwise might not have the means to obtain them. Currently, NSES provides 12 vehicles through the MAP program to 8 operators, including five Councils on Aging, New England Homes for the Deaf and North Shore Community Action Program. NSES, through Title IIIB funds, issues grants to several Councils on Aging for transportation services to elders for medical appointments, to attend congregate meal sites and for grocery shopping. The elders that use these services would not be able to afford to pay for private transportation.

The Community First initiative is now supporting more frail elders who wish to live at home as long as possible. This results in elders in the community who have more complex medical diagnoses, requiring more complex medical interventions, often times with multiple medical providers who are not always in the same location. As a result the traditional model of providing transportation via the COAs and MAP services are often times not sufficient to meet the demand.

VI.a- On the Move-Greater North Shore

On the Move-Greater North Shore is designed to address barriers and challenges that exist for transportation needs, whether those needs are for medical, employment or recreational transportation. ADRC-GNS applied for and was awarded a grant from the Community Transportation Association of America to attend their annual transportation coordination institute. The institute teaches ways to learn how to take the myriad of different transportation opportunities that exist and how you bring those all together, and create a situation where you've got a seamless operation which reduces barriers, and allows people to get transportation to the places that they need to go. Identified transportation opportunities range from private providers, public transportation, para transit and more. We sent seven individuals to the three-day institute that included members of the leadership team and steering committee of ADRC-GNS.

The resulting vision statement for On the Move-GNS is that all residents of the North Shore will be able to travel where they want, when they want. We will begin to identify what the barriers are that get in people's way in terms of being able to go where they want, when they want. The ADRC-GNS has created a standing task force that will continue to do this work. We're beginning to attract the critical stakeholders in how do we get the initiative going. We have begun a resource assessment of all transportation providers including public, private, schools, non-profit agencies, etc.

Goal: To enhance and provide a comprehensive coordinated system of transportation for elders in the planning area.

Planned Initiatives:

- Engage a broad based coalition of community transportation stakeholders.
- Develop an online resource directory and matrix.
- Create community education and marketing tools.

VII. EOEA Focus Area: Healthy Aging/Fall Prevention Programs

VII.a- Healthy Aging

NSES elder care advisor and an outreach worker from the Salem Council on Aging have attended a certification program that qualifies them to run a chronic disease workshop for elders and others in the community. These trained and certified workers will run evidenced based chronic disease management workshops in NSES service area in fiscal year 2010. The program entitled, "My Life, My Health" is a chronic disease self-management workshop that is open to adults of any age, living with, or caring for a person living with a persistent health condition. The workshop was designed by Stanford University and has been proven to help participants cope with the challenges of chronic conditions such as diabetes, arthritis, hypertension, osteoporosis and heart disease. The goals of the workshop involve teaching proven techniques to minimize symptoms and manage chronic illness and to allow group members to share their thoughts and concerns. The topics covered in this workshop are: understanding common symptoms; improving communication with doctors, family, and friends; managing emotional ups and downs; and setting and meeting individual goals to improve the quality of life.

Goal: To promote healthy lifestyle habits by providing individuals with techniques to minimize symptoms and manage chronic illness.

Planned Initiatives:

- Educate key community providers about the benefits of the program.
- Collaborate with Councils on Aging, area hospitals, and libraries to establish programs in their settings.

VII.b- Falls Prevention programs

The NSES Home Care program is collaborating with Partners Home Care (PHC) on shared falls prevention protocols. As many NSES clients use North Shore Medical Center and Partners Home Care, this is expected to be an effective approach.

Goal: To decrease the number of NSES clients having falls and/or having falls with injury.

Planned Initiatives:

- NSES will receive falls prevention training by Partners Home Care.
- NSES will develop internal protocols for a fall prevention program and work with PHC to track results.

VIII. EOEA Focus Area: Aging and Disability Resource Centers

ADRC -GNS has been actively working for the past three years to implement the principles and services of the ADRC envisioned by federal and state policymakers. The leadership agencies of the ADRC-GNS are comprised of the Independent Living Center

of the North Shore and Cape Ann, North Shore Elder Services, Greater Lynn Senior Services, SeniorCare, Mystic Valley Elder Services, and the Elder Service Plan of the North Shore. The six agencies work together to provide smooth access to information and services by all persons seeking assistance with any type of long-term care regardless of one's current setting, age, disability or income. A "no wrong door" approach insures that you will be assisted on the first phone call no matter what agency you contact. Cross training of ASAP, ESP and ILCNSCA staff is an ongoing initiative in order to enhance service delivery and streamline service coordination.

The ADRC-GNS has an active leadership committee comprised of staff and Executive Directors from all six-partner agencies, which meets every other month. On the alternating month the steering committee meets. The steering committee is comprised of stakeholders that act as an advisory team. Current steering committee members come from COAs, veteran services, mental health agencies, developmental disability agencies, private home care vendors, legal services, employment services and transportation providers.

ADRC-GNS has held two annual conferences and is planning the third for later this year. In 2007, the first conference was on Universal Design. In 2008, the conference was on disaster planning for elders and people with disabilities. This fall we will be holding our third annual conference focusing on Assistive Technology. Other focus areas are veteran's services, the Long-Term Care Options Counseling initiative implementation and transportation.

Goal: To continue collaborating with partner organizations from both the leadership and steering committees to meet the needs of the elders and persons with disabilities in the PSA.

Planned Initiatives:

- To offer annual conferences on focus areas that will benefit consumers we serve.
- To initiate a consumer directed homecare services program for veterans in our area (see Health Care System Coordination section for further details)
- To continue the implementation of the Long-Term Care Options Program initiative (see Health Care System Coordination section for further details)
- To continue to work with the On the Move-Greater North Shore task force addressing transportation needs. (See EOEAs transportation section for further details.)

VIII. EOEAs Focus Area: Mental Health Collaborations

VIII.a- In Home Counseling Services

Since 2005, NSES has had an established relationship with the Marblehead Counseling Center (MCC) to offer in-home mental health counseling for a specific group of elders. This collaboration is made possible by a waiver to use Home Care Purchase Service funds to cover the Medicare co-payment. Without this valuable partnership, elders would not otherwise be able to receive counseling services.

North Shore Elder Services and SeniorCare have been meeting with the local Department of Mental Health (DMH) Site Director and his staff at the North East Area Beverly Site office. The purpose of these meetings is to better coordinate services and resources for aging participants in the DMH program. This dialogue has led to a better understanding of how the Group Adult Foster Care Program (GAFC) can be used by DMH congregate and group homes.

NSES and Catholic Charities have been meeting to discuss increasing the availability of in-home counseling for frail elders in NSES service area. As the Executive Office of Elder Affairs (EOEA) now allows the use of Purchase Service funds for Medicare co-payment, NSES will set up a contract with interested providers.

Goal: To integrate the addition of behavioral health services into the home care program.

Planned Initiatives:

- Begin contracting with Catholic Charities for in-home mental health counseling effective 7/01/09.
- Provide community training with Catholic Charities on elder mental health needs and resources such as depression and anxiety.
- To continue working with Marblehead Counseling Center.

VIII.b- Hoarding

NSES home care staff are participating in Lifetime Care Solution's training on hoarding, based on Elder Services of Merrimack Valley's work with Boston University. Hoarding is defined as the acquisition of, and failure to use or discard, such a large number of seemingly useless possessions, that it causes significant clutter and impairment to basic living activities such as mobility, cooking, showering or sleeping. NSES has noticed an increased incidence of hoarding referrals to home care, family caregiver and protective services. These are circumstances for which there are no easy answers, but in where there is much community frustration.

Goal: To Increase community awareness and understanding of this issue and develop community partnership and resources.

Planned Initiatives:

- NSES Family Caregiver Support specialist is planning a family support group for families of hoarders. This group will meet monthly and provide information and support to family members.
- NSES will call together the Councils on Aging and Boards of Health in our various cities and towns to create a regional initiative.
- NSES will work with Lifetime Care Solution's to share best practices and coordinate our initiative throughout the North Shore.

AREA PLAN ON AGING North Shore Elder Services, Inc. FFY2010 - 2013
PROJECTED BUDGET PLAN - FEDERAL FISCAL YEAR 2010
AREA AGENCY ON AGING:
OCTOBER 1, 2009 THROUGH SEPTEMBER 30, 2010

Area Plan	Title III-B	Title III-C	Title III-D	Title III-D	Title III-E	Ombudsman
Admin	Supp Svcs	Nutr Svcs	Health Svcs	Med Mgmt	Caregiver Svcs	Services

Federal Planning Award:

FFY 2009 Title III Estimated Continuation							
FFY 2010 Title III Income	44,338	208,701	199,000	5,386	1,908	55,419	122,488
FFY 2010 Total Title III Income	\$ 44,338	\$ 208,701	\$ 199,000	\$ 5,386	\$ 1,908	\$ 55,419	\$ 122,488

Other Income:

NSIP		43,421					
NSIP Commodity Credit		26,045					
Other Federal (non-Title III or NSIP)							
Program Income (Client Contributions)		216,683					
State Home Care		269,870					
State Elder Lunch		98,105					
State - Other		20,128					
Non-Federal Inkind	11,085						
Local							
Other		34,475					
Total Other Income:	\$ 11,085	\$ 20,128	\$ 688,599	\$ -	\$ -	\$ -	\$ -
Total Available Income:	\$ 55,423	\$ 228,829	\$ 887,599	\$ 5,386	\$ 1,908	\$ 55,419	\$ 122,488

Budgeted Expenditures:

Wages and Salaries	41,000	109,000	95,872	4,800	1,700	39,000	82,706
Payroll Taxes/Fringe Benefits	4,100	10,900	9,587	480	170	3,900	8,270
Mileage/Travel	200	650	5,100			1,170	12,708
Occupancy Costs	4,920	12,800	11,504			4,680	9,925
Equipment Purchase/Rental/Maintenance	50	300	4,000			50	50

PROJECTED BUDGET PLAN - FEDERAL FISCAL YEAR 2010
AREA AGENCY ON AGING:
OCTOBER 1, 2009 THROUGH SEPTEMBER 30, 2010

Federal Fiscal Year 2009 Area Plan Update

Projected Budget Plan

Area Plan	Title III-B	Title III-C	Title III-D	Title III-D	Title III-E	Ombudsman
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	Admin	Supp Svcs	Nutr Svcs	Health Svcs	Med Mgmt	Caregiver Svcs	Services
Meal Prep and Related Costs			539,000				
Other Program Support	1,435	4,855	206,009			5,000	2,895
Agency Admin Support Allocation	3,718	8,175	16,527	106	38	1,619	5,934
Subgrants - Access		57,915					
Subgrants - In-Home							
Subgrants - Legal		24,234					
Subgrants - Other							
Subgrants - Inkind							
Total Expenditures:	\$ 55,423	\$ 228,829	\$ 887,599	\$ 5,386	\$ 1,908	\$ 55,419	\$ 122,488

Signature of Area Agency on Aging Planner: _____

Date: _____

Signature of Area Agency on Aging Fiscal Manager: _____

Date: _____

Signature of Area Agency on Aging Executive Director: _____

Date: _____