

Minuteman Senior Services Area Plan on Aging

Federal Fiscal Years 2014 – 2017



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

*Minuteman Senior Services
Mission Statement*

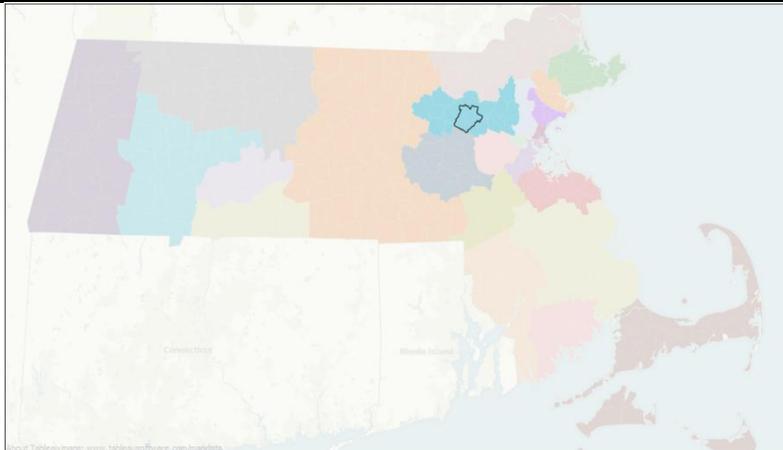
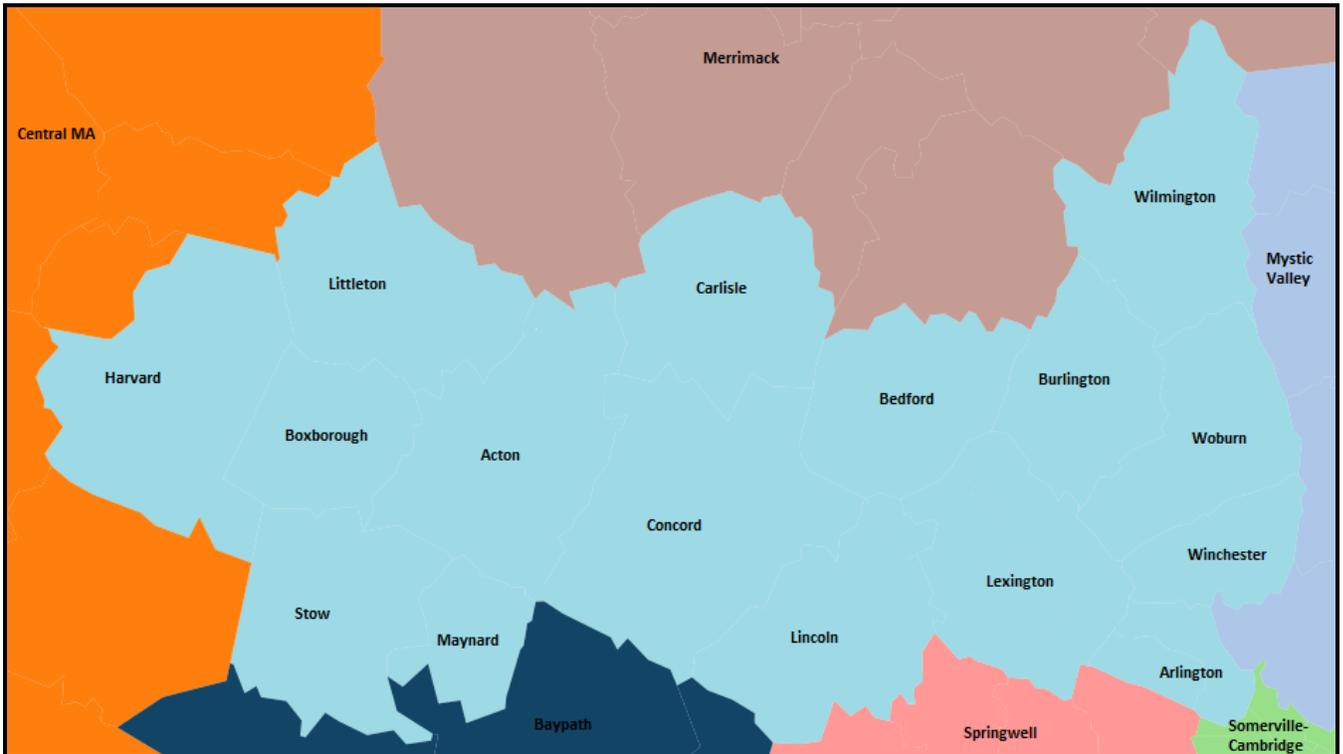
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ABOUT MINUTEMAN SENIOR SERVICES

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

Minuteman was incorporated in 1975 as a non-profit corporation, Minuteman Home Care, by a group of local citizens in response to several state and federal initiatives designed to provide an alternative to institutional care for seniors. We are currently one of 27 state designated Aging Services Access Points, one of 670 federally designated Area Agencies on Aging and a member of the MetroBoston Aging and Disability Resource consortia. We help people keep control of their lives as they age and help caregivers cope with their awesome responsibilities.

With close to 40 years of experience serving seniors, disabled adults and caregivers, we are the hub of a network of support services that help keep people independent. We provide free information and referral, both locally and nation-wide, and through our care managers we can arrange for a variety of services such as personal care assistance, grocery shopping, adult day care and transportation to medical appointments. We offer health insurance counseling through the SHINE program and assistance with bill paying and budgeting through the Money Management program. Our Caregiver Support program provides education, support and personalized training to families caring for seniors. At our senior dining sites in local senior centers and senior housing, older people enjoy nourishing luncheons in a nurturing, social environment and our volunteers deliver hundreds of hot meals each week to people who are home bound through the Meals on Wheels program. Minuteman is also one of 22 programs in Massachusetts that, under state contract, investigates reports of elder abuse, neglect, self neglect and financial exploitation.

We partner with Councils on Aging and senior centers, home health providers, nursing facilities, assisted living facilities as well as community safety personnel and faith communities in our area. We also are working closely with physicians, local hospitals, Senior Care Options and One Care Plans to promote healthy living and independence at home.

In FY13, Minuteman Senior Services provided services to close to 20,000 people in our service area, which includes: Acton, Arlington, Bedford, Boxborough, Burlington, Carlisle, Concord, Harvard, Lexington, Lincoln, Littleton, Maynard, Stow, Wilmington, Winchester and Woburn.

As an Area Agency on Aging, Minuteman Senior Services is asked to create an Area Plan every four years to identify needs of the population we serve and to outline how Minuteman intends to address these needs. The Area Plan serves as a document to clarify identified needs and put forth goals and strategies that Minuteman intends to embark upon in an effort to meet unmet needs.

Census Data & Projections, MMSS Area Plan

Minuteman Senior Services – FY 2012

Seniors & Caregivers Served by Minuteman Programs

Information & Referral	10,317
Case Management & Home Care Services	1,683
Caregiver Support Program	1,704
Protective Services	692
Transportation	330
Meals-on-Wheels	911
Senior Dining	644
Nursing Home Screening	1,121
Long Term Care Ombudsman	685
SHINE Health Benefits Counseling	4,761
Money Management	52
Volunteer Caregivers	68
Legal Services	270

Seniors & Caregivers Served by Town

Acton	1,377
Arlington	3,834
Bedford	996
Boxborough	209
Burlington	2,011
Carlisle	248
Concord	1,347
Harvard	263
Lexington	2,674
Lincoln	582
Littleton	842
Maynard	797
Stow	811
Wilmington	1,253
Winchester	2,512
Woburn	2,254
Other	1,227

	60+ Population			65+ Population		
	2000	2010	2020	2000	2010	2020
Massachusetts	1096567	1272323	1632168	860162	902982	1178852
Acton	2398	3381	4417	1701	2198	3104
Arlington	8883	8761	10048	7130	6256	7303
Bedford	2969	3668	4533	2311	2941	3638
Boxborough	372	656	1161	230	389	725
Burlington	4375	5069	5602	3174	3778	4216
Carlisle	643	1011	1331	395	617	932
Concord	3601	4243	4888	2810	3175	3771
Harvard	709	1330	1952	457	803	1431
Lexington	7248	7942	8823	5767	5979	6841
Lincoln	1145	1396	1722	888	984	1279
Littleton	1276	1699	2326	965	1195	1649
Maynard	1683	1967	2622	1274	1335	1814
Stow	752	1074	1378	485	701	968
Wilmington	3136	3954	5213	2311	2808	3634
Winchester	4528	4841	5493	3556	3554	4103
Woburn	7309	7677	9511	5730	5669	6646
Totals	51027	58669	71020	39184	42382	52054

The Research Unit, Executive Office of Elder Affairs, based on MISER 12/2002 projections

	Rate of Change 2000-10		
	60+	65+	85+
Acton	52.7%	41.7%	60.3%
Arlington	4.9%	-5.2%	19.6%
Bedford	10.9%	7.3%	24.9%
Boxborough	91.4%	83.0%	162.5%
Burlington	27.7%	29.4%	100.0%
Carlisle	60.2%	58.2%	-5.4%
Concord	29.6%	26.2%	67.3%
Harvard	57.1%	48.8%	40.4%
Lexington	9.0%	1.5%	14.4%
Lincoln	32.6%	20.8%	104.5%
Littleton	36.8%	29.0%	43.3%
Maynard	11.9%	1.4%	-0.6%
Stow	70.5%	73.2%	83.3%
Wilmington	29.0%	24.7%	47.2%
Winchester	3.3%	-2.7%	11.3%
Woburn	10.7%	5.9%	63.7%

Needs Assessment Summary

In preparation for the development of the 2014-2017 Area Plan Minuteman Senior Services took part in a Needs Assessment in 2012. The intent of the Needs Assessment is to identify areas of concern or “need” for people age 60 and over and their caregivers, who reside in Minuteman’s service area. The Needs Assessment is a very important tool in the development of the Area Plan and helps to shape our goals, strategies and funding priorities for the future. In late 2012, Minuteman Senior Services conducted several focus groups and surveyed the following underserved populations:

- LGBT Elders
- Low Income Elders
- Asian Elders
- Southeast Asian Elders
- Victims of Domestic Violence
- Disabled Elders

Areas of Concern Identified:

Two areas of greatest concern to people age 60 and over and their caregivers in Minuteman Senior Services’ sixteen communities were affordable housing and transportation. Both of these were also identified as areas of greatest concern in 2008. These areas continue to be of greatest concern across the state, but it does vary depending on ethnicity, income and geographic location (for example rural or inner city).

Other areas identified in the needs assessments are as follows:

- Housing that meets specific needs: For example housing that meets the needs of culturally diverse populations and LGBT seniors.
- Transportation that is both affordable and accessible to social activities such as faith services, as well as for medical appointments.
- Health Care- Affordable and locally accessible
- Access to Social Assistance- need for more public education, awareness and outreach as to benefits and services available to disabled seniors.
- Mental and Behavioral Health- need for more resources, including in home mental health services.
- Long term services and supports- need for more affordable options and need for services for seniors caring for disabled family members.
- Safety and Security- need for support for domestic violence survivors and those still living in such situations.
- Nutrition- access to healthy and affordable food with more ethnic options, including more options for meals on wheels and congregate meals.

Funding Priorities for FY2014-2017

Minuteman Senior Services has set forth the following funding priorities for Title III funds for FY2014-2017 based on the results of the Needs Assessment.

Title IIIB –Supportive Services:

- Access Services- Provide information and referral services to all
- In Home Services- Our Community Care Coordinators provide free in home visits to provide information and resources to consumers
- Transportation- To meet the needs of underserved populations
- Legal- provide free civil legal services to all of our communities with a focus on underserved populations

Title IIIC-Nutrition Services:

- Home Delivered Meals-Continue to provide nutritious meals to homebound consumers
- Congregate Meal Sites-Continue to provide nutritious hot lunch and socialization in a welcoming community atmosphere

Title IIID- Preventative Health:

- Healthy Living Programs- Minuteman offers several evidence based Healthy Living classes in an effort to help people learn to manage their own health in a fun and supportive environment
- Nutrition Education- Our Healthy Living Coordinator provides free nutrition education presentations at all of our meal sites throughout the year. We also provide Healthy Living messages on a monthly basis which are printed on our monthly meal menus.

Title IIIE- Caregiver Program

- Community Care Coordinators-Provide resources, education, guidance, training and empowerment to support those caring for older adults, persons with Dementia or Alzheimer's Disease, grandparents caring for grandchildren and older adults caring for disabled loved ones.

Ombudsman Program- Staff and volunteers provide a means for persons in long term care facilities to voice their problems and concerns and have their complaints addressed.

Focus Area Summary

The Massachusetts Executive Office of Elder Affairs has identified four major “focus areas” to be addressed through the FT2014-2017 Area Planning Process.

- 1. Older Americans Act Core Programs-** The programs that make up the Older Americans Act core, are Title III supported programs such as the Nutrition Program, Supportive Services (such as Information and Referral, Transportation, Community Care Coordinators, Legal Services) ,Preventative Health, Caregiver Program and Ombudsman Program, all of which are vital to sustaining the well being of the consumers we serve. In FY 2012 Minuteman Senior Services served over 900 consumers through our Meals on Wheels program and well over 600 consumers were served through our Senior Dining program. Minuteman Senior Services hopes to strengthen both of these programs by reaching out to more diverse and socially isolated populations. In FY13, our goal is to work with the Burlington Council on Aging to provide an Indian luncheon once a week. In FY13, beginning conversations had also started around creation of an LGBT meal site at a local Assisted Living facility in Burlington. As part of our needs assessment, the idea of serving more diverse populations came up as an identified area. A specific request was for Chinese meals for the Asian population in the Arlington area. In FY13, we were able to develop a contract with a local restaurant to deliver Chinese meals to Arlington and Lexington SCO (Senior Care Options) consumers who requested them and we hope to increase availability of this option to all of our consumers in the future. We are also working with our Supportive Housing Site, Drake Village in Arlington, as well as the Arlington Council on Aging to be able to provide transportation to the Asian market in a nearby town, so that consumers can also access the food of their choice.

Currently Minuteman Senior Services has one Supportive Housing site, which is Drake Village in Arlington. We hope to expand our work with Supportive Housing, should funds be available to do so. We are planning to work with the town of Carlisle around a HUD approved 26 unit housing project that will incorporate a Residence Services Coordinator. Affordable housing has historically been a critical need in our PSA, and continues to be so. In addition to affordable housing, more diverse housing was also raised as an indentified need, specifically within long term care facilities. Since housing specifically geared toward LGBT seniors was raised as a need, one of our future goals will be to work more closely with long term care facilities in making sure they are aware of the needs of the LGBT community and making sure that there is cultural competency training available. Another identified need was for diversity in the meals that are offered at long term care facilities and the cultural needs within our diverse populations. Minuteman will set this as a goal as well, to engage in conversations with long term care facilities with the goal being that of cultural competency.

Minuteman Senior Services has in the past year worked to integrate our Options Counseling, Caregiver Support and Information and Referral into one specialized role, the Community Care Coordinator that can serve diverse populations. The goal has been

to be able to send one person, who is trained in all these areas to meet with consumers to better serve their needs in a more efficient manner. We currently have three Community Care Coordinators on staff, and our goal is to enhance this program to be able to have more capacity and provide additional support to our medical partners in the community.

2. **ACL Discretionary Grants-** Healthy Living Programs are a natural extension of the services and programs Minuteman Senior Services offers, and helps to provide care for consumers across the care continuum. The goal of our Healthy Living Programs is to help individuals gain the confidence and motivation they need to better manage their health. Currently, we offer Evidence-Based Programs including, Arthritis Self Management, Chronic Disease Self Management, Chronic Pain Self Management, Diabetes Self Management, Healthy Eating, Matter of Balance and Powerful Tools for Caregivers. In FY12, we served over 150 consumers through our Healthy Living Programs. Our goal for FY13 and beyond is to provide, at a minimum, six Evidence-Based Programs with enrollment in each class over 10 consumers. Our goal is also to provide at a minimum, one Powerful Tools for Caregivers program per year. In FY13 we also piloted a home-based fall prevention program, with good results that we hope to replicate going forward. All of our Healthy Living Programs are promoted throughout the agency including the Information and Referral Department, Caregiver Program and the Nutrition Program. As an extension of our Healthy Living Program, we include topics such as Healthy Eating and Diabetes Self Management in our Nutrition Education Programming. We provide Nutrition Education Programs at all of our meal sites throughout the year. As part of our ADRC activities, Minuteman does cross promote and train ILC staff to make them aware of the program and services offered, including our Healthy Living Programs.

Minuteman's goal for FY 13 and beyond is to continue building partnerships with the medical community to be able to better provide Healthy Living programs to their patients. We also hope to bridge the gap between medical care and social supports which has been proven to impact health outcomes critical to health reform efforts. Minuteman is currently initiating Healthy Living Programs at our Supportive Living site in Arlington as well as exploring opportunities to offer programs in other languages so as to increase cultural diversity amongst participants. This was identified as a need during our needs assessment activities, and we have begun work with several communities in an effort to broaden the reach of our Healthy Living/Evidence-Based Programs. Another identified need that we are working to meet, is that of transportation to Healthy Living Programs. Minuteman has begun offering transportation to those participants who identify that as a barrier to attending, and we are working with other community partners to identify additional transportation options to make programs more accessible to all consumers.

3. **Participant-Directed/Person Centered Planning-** Minuteman Senior Services' mission is to help seniors and people with disabilities live in the setting of their choice by engaging community resources and supporting caregivers. In order to succeed at delivering on our mission, we have embraced a person directed, person centered philosophy of care. The Centers for Medicare and Medicaid define Person Centered

Planning as “a process directed by the participant, intended to identify the strengths, capacities, preferences, needs and desired outcomes of the participant.” Minuteman has worked very hard over the past few years to better incorporate this philosophy into our over 20 programs, and we will continue to do so in the years to come, as our programs and services grow. We have provided numerous trainings to staff on the importance of Person Centered Planning, so that when our staff interacts with consumers, this philosophy is paramount. We have participated in many cross training opportunities with several Independent Living Centers in our area, some of whom have been at the forefront of Person Centered Planning and who have implemented Participant Directed programs. Minuteman Senior Services has embraced Person Centered Planning and has worked hard at providing staff training, as well as incorporating this philosophy into our materials that we distribute to the community.

Through our Home Care Department we offer Consumer Directed Care through the State Home Care Program. This program is aimed at empowering consumers to exert greater control over the provision of personal assistance services. Consumers have greater choice and control by having the option to hire, manage and dismiss their own workers. Minuteman also offers Independence Plus as part of our Enhanced Community Options Program. This program offers consumers who meet the clinical eligibility criteria for nursing home placement, a comprehensive plan of care that is the product of a person centered planning process that would enable the consumer to remain in the community. If a consumer is eligible for MassHealth we will also explain the PCA and AFC programs and refer them if appropriate. Both of these are MassHealth programs that offer the consumer more control over their service plan and how it is implemented.

Minuteman Senior Services provides Person Centered Planning in several other programs as well. As part of our CSSM (Comprehensive Service and Screening Model) Program we are present in skilled nursing facilities within our sixteen communities, and work with consumers who express a desire to return to the community or who request information on programs and services to help support them in the community. Minuteman has also created a new position called the Community Care Coordinator, this position was created to enhance Person Centered Planning. Our Community Care Coordinators spend several hours a week on site at local physicians offices and hospitals, as well as travel to homes as requested by consumers to work with individuals who express a desire for more information and resources to better enable them to remain in the setting of their choice.

- 4. Elder Justice-** Minuteman Senior Services has been designated by the Executive Office of Elder Affairs to investigate all reports of elder abuse in the sixteen communities we serve. The Elder Abuse Law, enacted in Massachusetts in 1983, defines elder abuse as any act or omission which results in serious physical or emotional injury to, or financial exploitation of an elder, this includes: physical abuse, sexual abuse, emotional abuse, neglect, financial exploitation and self neglect. Reports of abuse are investigated by our Protective Services staff members, who work to balance the mandate to protect elders with an elder’s right to self determination. Minuteman’s goal is to provide the least restrictive means of intervention with the goal of maintaining elders in their own homes as independently as possible.

Among the planned efforts to support and enhance Minuteman's response to elder abuse, neglect and exploitation, is our involvement with the Executive Office of Elder Affairs' VAWA (Violence Against Women's Act) grant. Minuteman is working with five other Aging Services Access Points to develop ways to better work and collaborate with, local domestic violence and sexual assault agencies. Our Protective Services staff also continues to do community outreach to local home care agencies, emergency responders and hospitals regarding mandated reporting. Minuteman also offers a free support group, which is facilitated by one of our Protective Services Social Workers, for women who are in or who have been in an abusive relationship. Our hope is to provide resources and a safe place for women to talk about their experiences and their goals for a healthy future. Minuteman will also continue to expand the areas of expertise on our Ethics Committee, which meets quarterly. This meeting helps to delve further into some of our more complex Protective Services cases and use the expertise of other professionals outside of Minuteman, such as clinical social workers, lawyers and medical professionals who are part of our Ethics Committee. Protective Services also holds interdisciplinary meetings once a month to talk about open cases with other internal departments, so that we are taking a look at all options for our consumers.

Minuteman's planned efforts to support and enhance our response to elder abuse, neglect or exploitation also includes our Ombudsman Program. The Ombudsman Program assigns certified Ombudsman volunteers to each of the nineteen skilled facilities in the Minuteman area to make weekly visits to each facility. Of these nineteen facilities, sixteen are skilled nursing facilities, two are rest homes and one is a transitional care unit. Our Ombudsman help to provide a means for persons who reside in the facility to voice their concerns and have their complaints addressed in a timely manner. During visits to facilities, Ombudsman are asked to do the following: Contact residents and receive any complaints, investigate and resolve problems by working with the facility, monitor the care and environment, inform residents of their rights under state and federal law, provide information and referrals to residents and their families as well as staff, and assure that complaints of abuse, mistreatment, neglect and misappropriation are given immediate attention by program staff and the Department of Public Health. Our Ombudsman staff and volunteers provide presentations to residents, family members and staff at all of our facilities regarding resident rights. We are also working with facilities to distribute a video entitled the Courage to Speak, which talks about elder abuse in facilities, which includes training tools for staff. A goal for the Ombudsman Program going forward will be to do at a minimum of one presentation around Resident Rights at each of our nineteen facilities.

As part of our effort to help prevent elder abuse, neglect and exploitation, Minuteman Senior Services provides a grant through Title III for legal services. Greater Boston Legal Services is the agency that receives this grant and provides free civil legal services to consumers in our sixteen towns. GBLS works to protect the rights of the most vulnerable elders, including those in nursing facilities and/or under guardianship by representing them in nursing home discharge cases and ensuring that their due process rights are protected in guardianship proceedings. GBLS also works with representing elders who are being evicted from public or subsidized housing; loss of this type of

housing often means homelessness or premature institutionalization. Many of these cases are referred by our Protective Services program and include socially isolated elders, low income elders and elders who live alone. Goals for GBLS include maximizing services to both the elder and disabled populations by merging their Elder Law Unit with their Health and Disability Unit to create a new Elder, Health and Disability Unit to better serve clients. GBLS is also working to raise awareness of geriatric mental health issues and to increase funding for essential programs that serve this population, as many of the clients served by both GBLS and Minuteman see this as an identified need that is not met. Another area that is a goal for GBLS is helping to foster greater autonomy for elders by working to reform guardianship laws and provide full due process and respect for elder's rights. Another planned way that GBLS has identified to help foster greater autonomy for elders is by increasing education around Advanced Directives, so that people have a better understanding of their options and help avoid crisis situations.

Our goal here at Minuteman is for people to know us before they need us. We strive to provide information on all of our services to community partners. We have developed strong partnerships with our local hospitals, medical practices and rehab facilities in a concerted effort to provide information and resources to consumers across the continuum of care. Going forward our objective is to create sustainable relationships with community partners, including hospitals, medical practices and first responders to enhance better communication and help to improve the quality of life for the consumers we serve.

Quality Management

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

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

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

The Director of Quality Assurance oversees the overall organizational quality goals and objectives. The Director of Quality Assurance, along with the Quality Assurance Specialist work closely with all program managers in developing and analyzing data. The Senior Management team which consists of the Executive Director, Director of Marketing, Director of Finance, Director of Human Resources, Director of Client Services, Director of Community Programs and the Director of Quality Assurance serve as the agency quality committee. All quality assurance results and improvement plans are submitted to the group for review.

FY2014-2017 Goals and Objectives

Goal #1: Minuteman Senior Services will serve as a gateway in the community for seniors, individuals with disabilities and their caregivers.

- Minuteman will assess capacity within the Information and Referral Department and increase staffing accordingly
- Work to strengthen relationships with ADRC partners and provide additional cross training as needed to provide for “no wrong door” access to all consumers.
- Provide resources and services for dually eligible consumers of all ages through the One Care plans and Senior Care Organizations
- Continue to recruit and train SHINE counselors in an effort to meet the needs of consumers in our catchment area who are in need of Health Care information
- Expand our knowledge and resources for housing options within our Information and Referral Department
- Examine ways to increase our capacity to serve diverse meal options both through home delivered meals and congregate meals.
- Continue to provide Title III grant for transportation. Investigate how we can better use the transportation grant to reach more diverse populations.
- Increase our awareness of the need for cultural competency throughout all of our programs and look to advocate and help education community partners on the importance of offering culturally competent programs and services.
- Enhance our relationship with community partners such as the LGBT Aging Project and the Evergreen group in an effort to broaden our awareness of the needs of underserved populations.

Goal #2: Provide Healthy Living Education and Programs Options that meet the needs of our consumers.

- Enhance our relationships with medical partners in the community in an effort to reach a broader population that might be appropriate or interested in healthy aging programming
- Provide six evidence based programs per year with enrollment in each class exceeding 10 consumers.
- Provide one Powerful Tools for Caregivers program per year.
- Explore opportunities to offer Healthy Living Programs in other languages in an effort to increase diversity of participants.
- Continue to bridge the gap between medical care and social supports in an effort to increase positive health outcomes.
- Examine ways we can help provide transportation to Healthy Living Programs, where this is identified as a barrier to attending.

Goal #3: Provide options and support for consumers to remain in the community as independently as possible:

- Implement the Money Follows the Person Program, which is aimed at bringing people in long term care facilities back into the community.
- Minuteman will look at ways to grow our home and community based programs as funding allows.
- Our Community Care Coordinators will continue to work with consumers of all ages to provide information, resources and support around long term care issues.
- Minuteman will work with One Care Plans and Senior Care Organizations to provide new programs that will allow for more care options in the community for consumers of all ages.
- Investigate new ways we can offer diverse meal options for homebound consumers and for consumers who can attend congregate meal sites

Goal #4: Enhance current programs and explore new opportunities to provide person centered/participant directed planning:

- Minuteman will continue to offer the Consumer Directed Care option through the State Home Care Program
- We will also continue to offer the Independence Plus Program as part of the Enhanced Community Options Program
- Provide training opportunities to staff regarding the Independent Living Philosophy and consumer/person centered planning.
- Enhance our knowledge regarding MassHealth programs such as AFC and PCA to better provide consumer directed options.

Goal #5: Protect the rights of older adults and prevent their abuse, neglect and exploitation:

- Continue to provide free civil legal services to all consumers in our catchment area through Title III funding.
- Minuteman Senior Services has provided Greater Boston Legal Services with Title III grant to provide legal services for FY14 and FY15. One of their goals is to provide outreach and education around “The Elder Abuse Prevention Project”.
- Provide the least restrictive means of intervention with the goal of maintaining consumers in their own homes as independently as possible, through our Protective Services Program.
- Develop ways to collaborate with local domestic violence and sexual assault agencies through the Violence Against Women’s Act grant.
- Offer community outreach and training for first responders and mandated reporters in an effort to support community partners and work together.
- Continue to offer support group for women who are or who have been in abusive relationships.

- Expand areas of expertise of our Ethics Committee, who help to address cases that are more complex in nature.
- Minuteman's Ombudsman Program will continue to recruit and train new volunteers to provide coverage for all 19 facilities in our catchment area.
- The Ombudsman Program will continue to work with facilities and families to distribute a video entitled "The Courage to Speak".
- The Ombudsman Program will also provide training and presentations to all nineteen facilities regarding Resident Rights.