

AGING in MASSACHUSETTS

Shaping the Future



**Governor's Council to Address Aging in Massachusetts
Workgroup Reports
23 October 2018**

Governor's Council to Address Aging in MA

Where We Are and Next Steps

April 2017

Governor Baker signs Executive Order 576, establishing the Governor's Council to Address Aging

December 2017

Blueprint documenting needs and initial recommendations released

April 2018

Workgroups (Housing, Transportation, Caregiving, Employment, and Innovation and Technology) kick-off

Today: October 2018

Workgroups present reports to the Council, seeking input on implementation, priority and feasibility

December 2018

Year two draft report and recommended project plans drafted

April 2019

Year two report finalized, including integrated implementation plan

Highlights To-Date:

- ✓ Four listening sessions conducted throughout the state, representing input from 500+ individuals
- ✓ Massachusetts is the second of three Age-Friendly states to join AARP's network of Age-Friendly States
- ✓ Age and Dementia Friendly best practices introduced in Community Compact program for Fiscal Year 2019
- ✓ In Good Company: Optimal Aging Challenge launched in August 2018 bringing in 66 innovations
- ✓ Workgroups submitted reports

Initial Blueprint Recommendations (Year One)

Future State and Framework

Aspirational Future State

All Massachusetts communities are considered age-friendly

Aging is considered an asset and is embedded in all policies

Massachusetts is the Silicon Valley of innovation in aging and exports knowledge and services

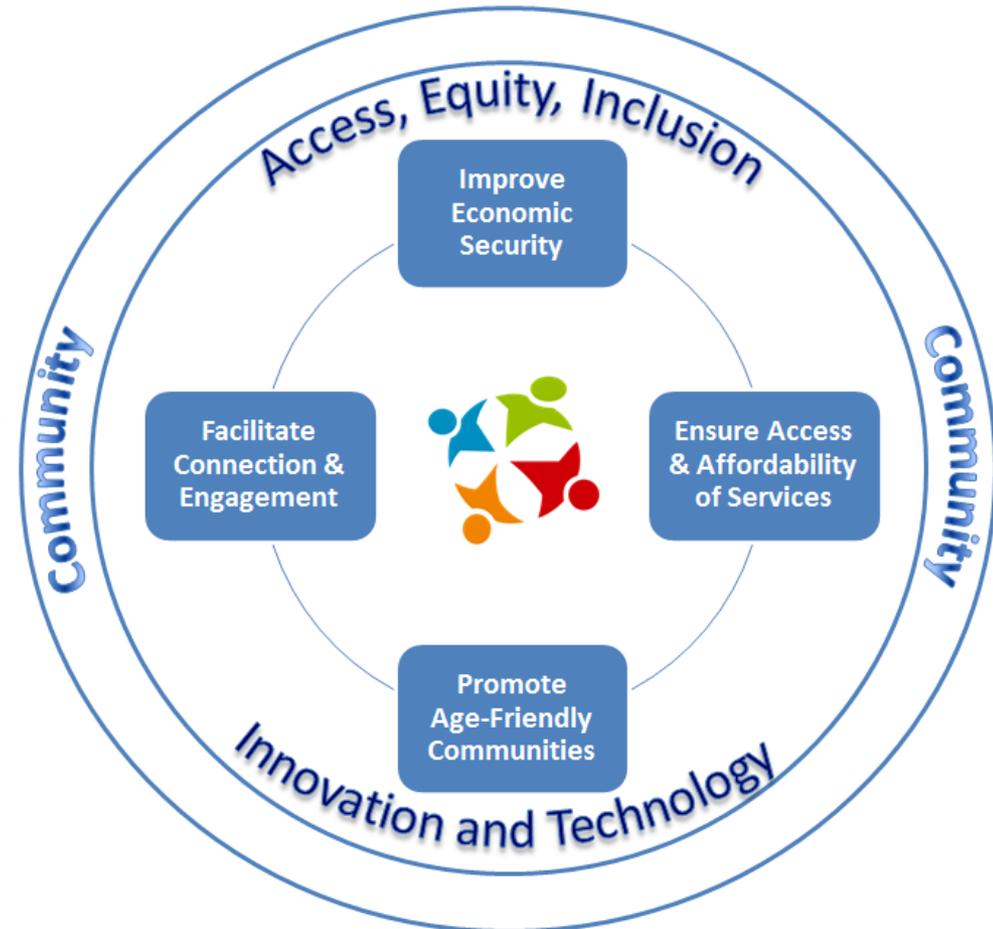
Continuum of long-term care services is reimagined and integrated

People of all ages have access to health and social supports and disparities are reduced

People proactively plan for a 100-year life

Residents have the resources to live a meaningful life in the community they choose

Framework



Initial Blueprint Recommendations (Year One)

Initial Priorities

- ✓ 1. **Declare Massachusetts as an age-friendly state**
- ✓ 2. **Include age-friendly best practices in community compact program (new business, economic development, innovation and technology)**
- WG 3. **Promote the designation of age-friendly employers and practices that support mature workers and workers who are caregivers**
- WG 4. **Increase participation in employer sponsored retirement plans and explore options for those without access to employer sponsored plans**
- WG 5. **Support caregivers through increased information and awareness efforts**
- WG 6. **Promote and update property tax deferral programs**
- WG 7. **Consider options, including new sources of capital, for increasing production of accessible, affordable, service enriched housing**
- WG 8. **Quickly scale and replicate successful age-friendly pilots, such as ride-sharing**
- WG 9. **Become the Silicon Valley for innovative technology, products and services related to aging**
- AFM 10. **Begin changing perceptions and address ageism with specific trainings and communication tools**

✓ = Complete

WG = Workgroups - in progress

AFM = Age-Friendly Massachusetts

*See Appendix A (Slides 26-30) for full Year One Initial Blueprint Recommendations

Workgroup Reports (Year Two)

Overview

Caregiving

The Caregiving Workgroup focused on family caregivers. They identified solutions and tools to support working caregivers, increase self-identification of caregivers, and improve awareness of resources for families.

Employment

The Employment Workgroup focused on increasing economic security of older adults through working longer and saving more. They have identified solutions and tools to illustrate the benefits of working longer, to increase retirement savings, to demonstrate the importance of older adults in the workforce. They have also explored the possibility of designating Age-Friendly Employers.

Housing

The Housing Workgroup identified four focus areas to improve housing and aging in community for older adults across the Commonwealth. They developed solutions that include developing design standards for housing, expanding support services in housing, increasing production of affordable service-enriched housing and increasing utilization of property tax deferral programs.

Transportation

The Transportation Workgroup reviewed the many challenges and barriers to mobility and transportation for older adults throughout the Commonwealth. They have identified four strategies and a dozen supporting tactics to assist individuals aging in community through improved access and mobility.

Innovation and Technology

The Innovation and Technology Workgroup launched a Global Challenge to find innovative solutions to address loneliness and isolation in older adults. GE Healthcare has hosted and resourced this challenge, including prize money, with additional support from the MIT AgeLab and Benchmark Senior Living.

Co-Chairs:

- **Tom Riley**, Seniorlink
- **Liz Whitla**, Raytheon

Workgroup Members:

- **Betsy Connell**, MCOA
- **Jessica Costantino**, AARP
- **Jan Levinson**, Caregiver
- **Kelly Magee Wright**,
Minuteman Senior Services
- **Nicole McGurin**,
Alzheimer's Association
- **Ruth Moy**,
Chinese Golden Age Center
- **Janina Sadlowski**,
Philips Medical Systems

Guiding Principles from Initial Blueprint that Correspond to Caregiving

- ✓ Support older adults and caregivers with an **information and awareness campaign**
- ✓ **Promote resources** available to older adults and caregivers
- ✓ Promote **Age-Friendly Employers**

Workgroup Decisions

- Focus on **family caregivers**
- Reach caregivers where they are **“aggregated”**, such as the workplace
- Use **public-private partnerships** to impact the highest number of caregivers in an efficient and cost-effective manner

Priority 1: Supporting Working Caregivers

- ✓ Raised awareness of working family caregivers among employers
- ✓ Developed a toolkit for employers (business case, questionnaire, resources)
- ✓ Piloted caregiving questionnaire at Seniorlink
- ✓ Defined caregiver support criteria as part of the Age-Friendly Employer Designation
- ✓ Hosted series of caregiver lunch and learns for Executive Office of Health and Human Services employees

Priority 2: Increasing Self-Identification of Caregivers and Awareness of Resources

In addition to the above:

- ✓ Enhanced public-facing materials on mass.gov
- ✓ Created regional forums for ASAPs and community partners to exchange best practices and lessons learned in supporting family caregivers



- Modified survey template to be inclusive of all caregiving
- Promoted survey with leadership and at staff meetings
- First of its kind to gather information about caregiving
- Open to all Seniorlink employees for one week; garnered **60% return rate**

What We Learned:

- Easy to administer, and employees seem to appreciate the simplicity
- No “one size fits all”, so employers may need to adjust based on their workforce
- One value to the employer is knowing benchmark relative to peers
- Potential for the state to use data to inform policy

1. Partner with employers to strengthen businesses' support of family caregivers in the workplace

- Test the employer toolkit with business groups
- Establish public-private partnership to manage implementation and data collection
- Determine data management strategy, including assignment of clearinghouse

2. Improve self-identification of caregivers and awareness of resources

- Promote and support national and state awareness initiatives
- Increase marketing and outreach efforts
- Continue to build content on mass.gov (podcasts)
- Continue to explore ways to meet caregivers where they naturally “aggregate” (doctor’s offices, hair salons, grocery stores)

Co-Chairs:

- **Tim Driver**,
RetirementJobs.com
- **Alicia H. Munnell**,
Boston College

Workgroup Members:

- **Melissa Carlson**,
Boston Elderly Commission
- **Joan Cirillo**, Operation ABLE
- **Bill Coleman**, PayFactors
- **Jessica Costantino**, AARP
- **Lydia Greene**,
Tufts Health Plan
- **John Larson**,
John Larson & Company
- **Joseph Quinn**,
Boston College

Guiding Principles from Initial Blueprint that Correspond to Employment

- ✓ Promote Age-Friendly Employers
- ✓ Promote the benefits of hiring and retaining mature workers
- ✓ Increase awareness and participation in employer sponsored retirement plans
- ✓ Explore work to save plans

Goal – Increase economic security of older adults through working longer and by saving more

- Working longer produces **current income**, increases monthly **Social Security benefits**, allows more time to **contribute to retirement plans** and **for the investment to grow**, and **shortens the length of retirement**
- To reduce the need to work longer, we can help people save for retirement by **expanding participation in retirement saving vehicles at work**

Benefits of Working Longer

- ✓ An 'elevator speech' to summarize the benefits of working longer
- ✓ A presentation on determining when to retire
- ✓ The *Social Security Claiming Guide* to explain the value of delayed claiming

Increase Retirement Savings

- ✓ Research on current retirement savings proposals
- ✓ An Auto-IRA proposal design, informed by the experience of other states

The Value of Older Workers

- ✓ *The Business Case for Older Workers* to explain the value of older workers
- ✓ A tri-fold brochure to highlight key points of *The Business Case for Older Workers*

Age-Friendly Employers

- ✓ Research on existing Age-Friendly employer designations
- ✓ An outline of an age-friendly employer program, including criteria for the designation

Employment Workgroup

Recommendations and Implementation

Educate Older Adults on the Benefits of Working Longer

- **Raise awareness** on the importance of working longer
- Publish documents on the **benefits of working longer online**
- Distribute documents on the benefits of working longer through **community partners**

Introduce an Auto-IRA Program to Increase Retirement Savings

- **Review existing market and legal analyses** performed for other states
- Evaluate feasibility of **implementing an Auto-IRA program** in MA
- Decide on third-party organizations to **administer and manage assets**

Promote Value of Older Workers

- Host a **meeting with business leaders** to share the case for older workers
- **Distribute supporting documents and materials** to employers on benefits of hiring and retaining older workers

Develop an Age-Friendly Employer Designation

- **Encourage employers to become designated**
- Decide what organization **administers the Age-Friendly Employer Designation program**

Co-Chairs:

- **Chrystal Kornegay**, MassHousing
- **Amy Schectman**, Jewish Community Housing for the Elderly

Workgroup members included subject matter experts and varied based on the four focus areas



Guiding Principles from Initial Blueprint that Correspond to Housing

- ✓ Support **aging in community** models that combat isolation and loneliness
- ✓ **Address critical supply and affordability gaps** in housing and services
- ✓ Support older adults who want to **stay in their homes** but are impacted by property taxes

Priorities and Focus Areas

- Develop **adaptability design standards** for all state-funded senior housing to maintain tenancies in the face of increased frailty
- Build on existing best practice models to **expand supportive services** in state public housing
- **Increase production** of service-enriched housing that is affordable to middle-income seniors
- Increase utilization of **property tax deferrals** for older adults who want to stay in their homes

Develop Adaptability Design Standards

- ✓ Industry experts in design and development created housing design standards to provide adaptability for broad accessibility and safety
- ✓ MassHousing design team reviewed draft standards
- ✓ Department of Housing and Community Development (DHCD) intends to include these standards in the next set of amendments to the Qualified Allocation Plan (QAP) subject to public comment

Expand Supportive Services In State Public Housing

- ✓ Explored best practices for services currently provided in state public housing
- ✓ Quantified need and costs to expand the supports to all state-aided senior public housing
- ✓ Discussed approaches to strengthen partnerships between Aging Services Access Points (ASAPs) and Local Housing Authorities

Identify Capital Sources to Increase Supportive Housing Production

- ✓ Analyzed market gaps to identify need for production of supportive housing that is affordable to low and moderate income older adults
- ✓ Drafted a model to leverages services for moderate income older adults
- ✓ Developed flexible underwriting guidelines for production of moderate-income supportive housing
- ✓ Explored access and affordability of personal and home care services

Increase Utilization Of Property Tax Deferral Programs

- ✓ Analyzed current utilization patterns of deferrals
- ✓ Convened an expert panel of municipal leaders to better understand the current program
- ✓ Discussed the opportunity of property tax deferral programs being included as an Age and Dementia Friendly best practice in the Community Compact Program

Housing Workgroup

Supportive Housing Program



Supportive Housing Program: Core Elements

The following services are available to all residents without charge:

- Service coordination to provide resources, assess needs and coordinate supports
- 24-hour on call coverage available for urgent response
- Daily congregate meals
- Planned social activities



The Supportive Housing Program is a partnership among three community agencies:

- Aging Service Access Points (ASAPs)
- Local Housing Authorities (LHAs)
- Service Provider Agencies (with strong home care/personal care program)



Additional agencies partner case by case:

- Local mental health providers
- Local public health departments
- Local Councils on Aging



Adaptability Design Standards: Core Elements

- ✓ Warm and welcoming common spaces with “senior friendly” acoustical and lighting features will promote social interactions and participation in programs
- ✓ Office space for delivery of service coordination, as well as health and wellness services
- ✓ 100% of apartments with ADA-turning radius’ throughout, kitchens and bathrooms with modifiable cabinets and counters, and fixtures and finishes that are easy to manipulate
- ✓ Building-wide technology infrastructure to take advantage of emerging and ever changing “smart home” and “connected health” technology
- ✓ Use of varied colors and finishes in common areas (differing by floor and function) and apartments will aid in way-finding for older adults experiencing dementia



Adaptability Design Standards

- Finalize review of the proposed adaptability standards for feasibility and impact
- Amend the Qualified Allocation Plan (QAP) to include the adaptability standards for all housing produced for older adults and funded under the QAP subject to public comment

Supports in Public Housing

- Explore opportunities to expand services and supports to all state-aided senior public housing buildings with a potential increase in resources
- Establish a task force with representatives to identify best practices among current Supportive Housing Providers sites for replication, as well as areas for improved program delivery

Supportive Housing Production

- Explore opportunities for increase in Section 202 funding
- Convene healthcare industry leaders to explore participation in creating sustainable and replicable programs and financial partnerships to support production and operation of moderate-income supportive housing for older adults
- Explore a loan product for moderate-income supportive housing production

Property Tax Deferral Programs

- Discuss legislative changes for municipal property tax deferral programs, which may include increasing income limits for participation, reducing interest rates throughout, and providing a grace period of one year
- Increase consumer and municipal awareness of programs

Co-Chairs:

- **Rosanne DiStefano**, Former ASAP Executive Director
- **Nora Moreno-Cargie**, Tufts Health Plan Foundation

Workgroup Members:

- **Beth Dugan**, UMass Boston
- **Aniko Laszlo**, MassDOT/MBTA
- **Jarred Johnson**, TransitMatters
- **Brian O’Grady**, Williamstown Council on Aging
- **Dan O’Leary**, Mystic Valley Elder Services
- **Sandra Robinson**, Needham Community Council
- **Mary Skelton Roberts**, Barr Foundation

What is “Transportation”?

Physical infrastructure and services – providing mobility, independence, and allowing people to get where they want and need to go

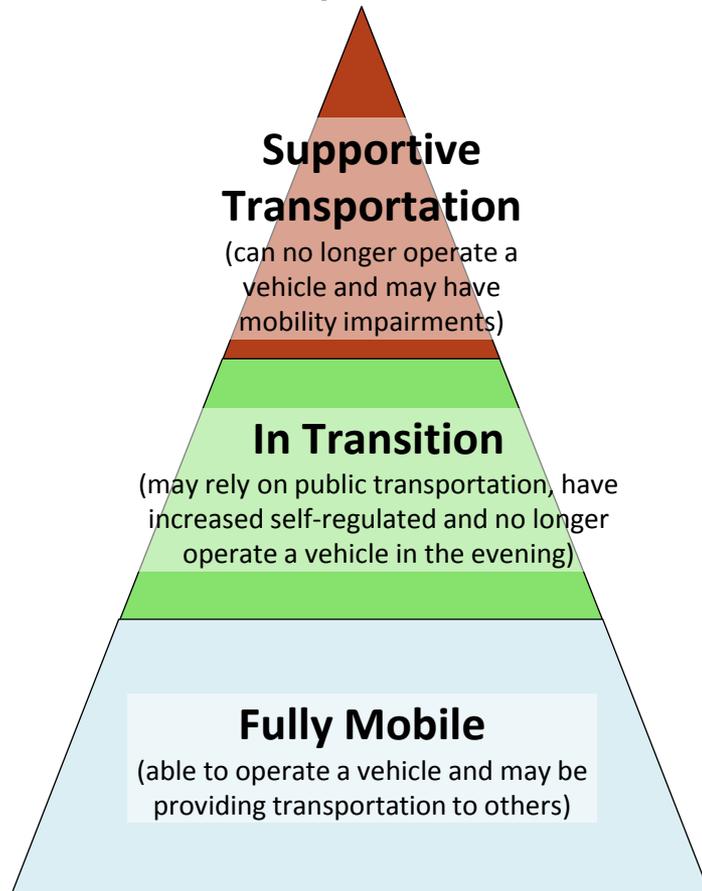
Mission

Assist individuals to age in community through **improved access and mobility** to enhance overall quality of life

Guiding Principles from Initial Blueprint that Correspond to Transportation

- ✓ Leverage and build on existing work
- ✓ Define short and long-term strategies
- ✓ Ensure equity across communities, prioritizing Gateway Cities and rural areas
- ✓ Recommend solutions that address diverse transportation needs
- ✓ Work upstream to keep older adults mobile and in control of their transportation options

Pyramid of Transportation Needs from Transportation Scan



Transportation Scan

- ✓ Partnership between **UMass Boston** and **Tufts Health Plan Foundation**
- ✓ **Statewide report** documenting services in each municipality, as well as the gaps to address
- ✓ **Pyramid of needs**, recognizing that there is no single transportation solution for older adults or people living with disabilities

Challenges and Best Practices

- ✓ Documentation of challenges, including barriers to fulfilling a rider's **"total trip"**
- ✓ Identification of best practice programs and services, including **RideMatch**, **travel instruction**, and **transportation network company (TNC) pilots**
- ✓ One-pager to assist organizations and communities in **partnering with TNCs**

Gateway Cities

- ✓ Analysis of **12 Gateway Cities** across the Commonwealth using **data from RideMatch** and **AllTransit** to better understand needs
- ✓ Identification of **resources and ongoing initiatives** to consider as part of proposed Workgroup strategies, such as existing grants and analysis

Transportation Workgroup

Recommendations and Implementation

Strategy

Short-Term Tactics

Long-Term Tactics

<p>1. Explore new ways to fulfill a rider's "total trip" through supportive transportation and Transportation Network Companies (TNC)</p>	<ul style="list-style-type: none"> • Convene stakeholders to define opportunities for expanding wheelchair accessible rides and two-person assisted transportation • Expand TNC pilots to additional regions, services, and use cases 	<ul style="list-style-type: none"> • To be determined from stakeholder convening and initial pilot expansions
<p>2. Make better use of tools that are already available, such as RideMatch and travel instruction programs</p>	<ul style="list-style-type: none"> • Increase awareness and usage of RideMatch • Obtain/ analyze data for select Gateway Cities • Bring mobility resources and teach travel skills on the fixed route to diverse communities 	<ul style="list-style-type: none"> • Incentivize Regional Transit Authorities to increase offer of travel instruction programs by developing a cost/benefit analysis and best practice program materials
<p>3. Improve the built environment through structural enhancements and policy, starting with bus stops</p>	<ul style="list-style-type: none"> • Make improvements to prioritized bus stops in select Gateway Cities (potentially starting with Quincy) 	<ul style="list-style-type: none"> • Develop policy to incentivize all RTAs to perform a comprehensive bus stop needs assessment
<p>4. Support older drivers and those in transition by addressing upstream determinants</p>	<ul style="list-style-type: none"> • Improve awareness of vision changes with age and the potential benefit of cataract surgery among older adults • Extend the "Carfit" program to older adults through Councils on Aging (COA) • Increase access to and awareness of car maintenance services performed by local vocational and/ or high schools 	<ul style="list-style-type: none"> • Work with the communities that have developed Age-Friendly business designations to mechanics • Develop and conduct training for Registry of Motor Vehicles and aging network providers to help older adults transition from driving to other transportation options

Proposed Next Steps for Implementation

1. Share recommended strategies with potential owners and collaboratively define detailed implementation and project plan for each tactic
2. Allocate a staff resource to centrally manage implementation of tactics
3. Develop feedback loop to engage older adults and other consumers in planning and implementation
4. Investigate potential funding sources and determine resource needs

Workgroup Members:

- **Joseph Coughlin**,
MIT AgeLab
- **Terri Bresenham**,
GE Healthcare
- **Thomas Grape**,
Benchmark Senior Living
- **Yifan Lu**, MIT Sloan

Guiding Principles from Initial Blueprint that Correspond to Innovation and Technology

- ✓ Become the Silicon Valley for innovative technology, products and services related to aging
- ✓ Develop partnerships for in-home technology to support older people and caregivers in their homes
- ✓ Harness technology to improve access to transportation
- ✓ Leverage technology to support and extend the workforce
- ✓ Leverage technology to facilitate communication for those who are isolated

Workgroup Focus

- The Innovation and Technology Workgroup focused on launching a global Grand Challenge, the **In Good Company: Optimal Aging Challenge** with the goal of creating a longevity hub



Launched the In Good Company: Optimal Aging Challenge

- ✓ The purpose of the In Good Company: Optimal Aging Challenge was to create **tangible activity to drive engagement** within the Commonwealth by leveraging innovations from across the globe and bringing them to the Massachusetts community and to **increase awareness of the Governor's Council to Address Aging in Massachusetts** and its mission and goals
- ✓ In Good Company: Optimal Aging Challenge **launched in July** and held informational breakfast and webinar in August
- ✓ Submissions closed at the end of September with a **total of 66 entries** received; they are in the process of being reviewed by leveraging expertise from the MIT AgeLab, Benchmark Senior Living and GE Healthcare
- ✓ **Conducting research on other regional development models focused on the longevity economy** to identify approaches to transform infrastructure, attract and foster new businesses, and facilitate public-private partnerships to deliver aging services

Next Steps for In Good Company: Optimal Aging Challenge

1. Evaluation Process

- Challenge officially closed September 28th
- Three phases for review including: triage, expert review and final selection, and the winners will be announced in December
- Governor's Council to Address Aging in Massachusetts members may be subject matter experts on a second level review of pre-screened proposals or may assist with nurturing engagement and deployment after winners are announced

2. Deployment

- Assign champions based on subjects to assist with ongoing collaboration in Massachusetts
- Coordinate community and stakeholders efforts, including providing introductions to relevant connections or providing guidance on how to reach certain populations

- 1. Continue to engage the community to think about innovative solutions to address the opportunities of an aging society through grand challenges, networking events, and partnerships**
 - Meet with leaders to better understand how the aging population fits into their business priorities
 - Understand what businesses can contribute to the overall mission to making Massachusetts the most livable state for people of all ages
- 2. Convene a Massachusetts CEO Council to foster collaboration and facilitate resources for initiatives involving start-ups and mature operations and products, as well as to act as advocates for the older population**
 - Representatives from the healthcare industry and also from finance, transportation, and technology
 - Address issues not only from a product and service perspective, but also from an economic and workforce perspective

Appendix A (Year One)

Mapping Initiatives to Framework

Improve Economic Security

- **Promote employment of older workers** (WG, EOHHS)
- **Create options for affordable senior housing** (WG)
- **Increase savings and leverage assets** (WG)

Ensure Access & Affordability of Services

- **Promote services that support aging in community** (WG, EOHHS)
- **Explore new and innovative ways to improve transportation** (WG)
- **Augment capacity and quality of workforce** (WG, EOHHS)
- **Promote integration of all services** (EOHHS, AFM)

Facilitate Connection & Engagement

- **Support older workers** (WG)
- **Minimize loneliness and isolation** (WG, EOHHS, AFM)
- **Encourage life-long learning and training** (WG, AFM)
- **Promote volunteerism and civic engagement** (EOHHS, AFM)



Promote Age-Friendly Communities

- **Replicate and scale local best practices** (EOHHS)
- **Establish a state-wide initiative** (AFM)
- **Ensure communities are dementia capable** (DFM)
- **Change perceptions of aging and support inclusivity** (AFM)

WG = Workgroup | EOHHS = Executive Office of Health & Human Services | AFM = Age-Friendly Massachusetts | DFM = Dementia-Friendly Massachusetts

Appendix A (Year One)

Improve Economic Security

Promote employment of older workers

- **Support training for older workers and career centers to better serve older job seekers** (EOHHS)
- **Establish an age-friendly employer recognition program** (WG – Employment)
- **Promote the benefits of hiring and retaining mature workers** (WG – Employment)

Create options for affordable senior housing

- **Increase supply of affordable and supportive housing** (WG – Housing)
- **Support new, innovative pilots and models** (WG – Housing)
- **Consider options for new housing production** (WG – Housing)
- **Replicate successful models that pair health and social services with housing** (WG – Housing)
- **Target initiatives to increase accessibility of age-friendly housing through home improvement programs** (WG – Housing)
- **Develop partnerships for in-home technology to support older people and caregivers in their homes** (WG – Innovation & Technology)

Increase savings and leverage assets

- **Support training for older workers and career centers to better serve older job seekers** (EOHHS)
- **Establish an age-friendly employer recognition program** (WG – Employment)
- **Promote the benefits of hiring and retaining mature workers** (WG – Employment)

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Ensure Access and Affordability of Services

Promote services that support aging in community

- **Reimagine the continuum of in-home and facility-based services for long-term care needs** (EOHHS)
- **Support older adults and caregivers with an information and awareness campaign that addresses all income levels, and diverse communities** (WG – Caregiving)

Explore new & innovative ways to improve transportation

- **Harness technology to improve access to transportation** (WG – Innovation & Technology)
- **Scale existing pilots and best practices in new communities** (WG – Transportation)
- **Leverage public, private and community partnerships for innovative, cost effective options** (WG – Transportation)
- **Ensure racial, ethnic and geographic (urban/rural) equity in access and reduce disparities** (WG – Transportation)

Augment capacity and quality of workforce

- **Leverage technology to support and extend workforce** (WG – Innovation & Technology)
- **Support training, educational and career ladder programs to promote professional workforce development** (EOHHS)
- **Explore innovations and models using telehealth and telecare**

Promote integration of all services

- **Promote and support programs that are inclusive for special populations (e.g., deaf, hard-of-hearing, blind, low vision, LGBT, etc.)** (AFM)
- **Ensure that health care, behavioral health and long term services are integrated** (EOHHS)
- **Promote diversity, cultural competency and inclusion in all programs and policies** (AFM)

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EOHHS = Executive Office of Health & Human Services
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Replicate and scale local best practices

- **Include age-friendly best practices in Community Compacts** ✓
- **Leverage partnerships to support best practices in the design of community and the delivery of community and health services** (EOHHS)

Establish a state-wide initiative

- **Enroll Massachusetts as an AARP-designated age-friendly state** ✓
- **Leverage the accomplishments of existing organizations to increase number of communities** (AFM)
- **Review all policies and embed aging where possible** (AFM)

Ensure communities are dementia capable

- **Build on current national movement for Dementia-Friendly communities** (DFM)
- **Establish additional memory cafes throughout the state** (DFM)

Change perceptions of aging and support inclusivity

- **Promote language and communication training to change public perceptions on aging** (AFM)
- **Ensure all community and health services, as well as the community design are accessible, inclusive, culturally competent and equitable** (AFM)
- **Promote and expand successful older adult discount programs** (AFM)

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EOHHS = Executive Office of Health & Human Services
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Support older workers

- **Establish an age-friendly employer recognition program**
(WG – Employment)
- **Create a 60 over 60 Recognition program for entrepreneurs, leaders and innovators over 60 years of age**
- **Promote training or retraining for older workers**
(WG – Employment)

Minimize loneliness and isolation

- **Leverage technology to facilitate communication for those who are isolated**
(WG – Innovation & Technology)
- **Build on successful programs that identify the risks for isolation and depression** (EOHHS)
- **Promote the resources available to older adults and caregivers**
(AFM, WG - Caregiving)
- **Partner with local organizations, such as libraries to promote connection and engagement**

Encourage life-long learning and training

- **Support education and training opportunities through public and private partnerships**
(AFM)
- **Promote programs that encourage encore career planning**
(WG – Employment)

Promote volunteerism and civic engagement

- **Support and expand volunteer programs, such as a Massachusetts Care Corps**
- **Encourage cross-generational opportunities for interaction and connection through existing partnerships**

WG = Workgroup
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Appendix B (Year Two)

Example Project Plan Template

Part 1. Project Design & Rationale			
Project Title			
Goals/ Objectives			
Success Measures			
Project Design			
Rationale			
Part 2. Scope			
Organizations Involved			
Target Population			
Geography			
Part 3. Implementation Plan			
Total Cost			
Potential Funding Sources			
Timeline			
	Milestone	Target Date	Measure
Key Milestones			
Final Deliverables and Outcomes			
Part 4. Additional Considerations			
Potential Risks & Mitigation Strategy			
Impact			
Potential for Scalability & Sustainability			