

COMMUNITY • PARTNERSHIP • EQUITY • INCLUSION

ReiMAging Aging

Planning Together to Create an Age-Friendly
Future for Massachusetts



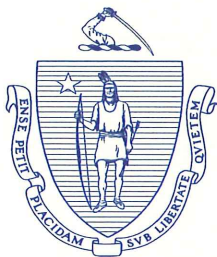
Thank You To Our Partners:



the healthy living
Center of Excellence

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CHARLES D. BAKER
GOVERNOR

January 14, 2019

KARYN E. POLITO
LIEUTENANT GOVERNOR

Michael E. Festa, State Director
AARP Massachusetts
One Beacon Street, Suite 2301
Boston, MA 02108

Dear Mr. Festa,

I am pleased to submit the Commonwealth of Massachusetts' action plan, *ReiMAGine: Planning Together to Create an Age-Friendly Future for Massachusetts*. This plan lays out our approach to create a welcoming and livable Commonwealth as residents grow up and grow older together. We see an important opportunity as our demographics shift and our population ages. We know that when we help our older family members and neighbors continue to live, work, and volunteer, we all benefit from their energy, experience, and contributions.

This is more than a moment, this is a movement, and Massachusetts is a leader. Every level of government is involved – over 100 cities and towns are working to become age or dementia friendly and more join every day.

In April, 2017, with leaders from across the sectors, I signed an executive order creating the Governor's Council to Address Aging in Massachusetts and charged them to think differently about aging in the Commonwealth. They have produced a blueprint with actionable recommendations that have been incorporated into this plan. As part of the Governor's Council to Address Aging in Massachusetts, we are leveraging our state's innovation and technology so that Massachusetts becomes the Silicon Valley of Aging. This led to the launch of the 2018 *Optimal Aging Challenge: In Good Company*, a global innovation challenge led by GE Health Care, MIT AgeLab and Benchmark Senior Living to find solutions to reduce loneliness and isolation among older residents and caregivers. We see these efforts as an important part of our economy and plan to harness this opportunity in the years to come.

This plan signifies our commitment to amplify, align and coordinate the movement that represents the natural progression of work that started over ten years ago. We see the statewide effort as both a facilitator to bring Age and Dementia Friendly to all communities, as well as a leader in transforming the language, culture and policy around aging.

We are standing on the shoulders of cities and towns and the community-based and grassroots organizations that support them, as well as the statewide organizations of AARP Massachusetts, the Massachusetts Healthy Aging Collaborative, and Dementia Friendly Massachusetts serving as backbone organizations. We have seen the success of these local efforts across the Commonwealth, including the

creation of over 85 memory cafés, the most in the nation. Our largest city has introduced innovative ideas to make Boston Age and Dementia Friendly, such as mapping all the public restrooms and making them accessible online. This new tool is not only helpful for older Bostonians, but also families visiting with young children and all ages in between.

We have seen initiatives to make our communities more livable spread across the Commonwealth, from our Gateway Cities of New Bedford and Lawrence, to rural and regional efforts in the Berkshires and Cape Cod and so many places in between. The country's longest running agricultural fair, the Topsfield Fair, trained all their volunteers and staff to be "Dementia Friends" to ensure that people living with dementia and their caregivers felt welcome and respected when enjoying the fair.

As a state, we want to ensure that our local communities are supported in this work and we are proud to report in Fiscal Year 2019, the Baker-Polito Administration introduced Age and Dementia Friendly Best Practices into our Community Compact Program, an initiative that directly supports all 351 cities and towns across the Commonwealth.

We have seen the business community engage in the movement, such as earning the designation of an Age-Friendly Business for consumers in Boston, Brookline and on the Cape. Companies are also looking inward at their own employees and are striving to support a diverse workforce, including older workers, as well as provide benefits and supports to the growing population of family caregivers who remain employed full and part-time. We look forward to seeing this work expand and thrive with a statewide focus and effort.

This plan establishes six goals:

1. Community – Deepen and strengthen age and dementia friendly efforts to be inclusive of all communities and populations
2. Information and Communication – Communicate information in an accessible and user-friendly manner to residents, organizations, and municipalities
3. Reframing – Change the conversation about aging from a "challenge" to an "asset", increase literacy about issues related to aging, and eliminate ageist images and expressions in language across social, print, and other media
4. Policy and Practice – Encourage the adoption of age-friendly policies and practices in all sectors
5. Economic Security – Take specific actions to improve economic security of older adults and caregivers
6. Sustainability – Leverage existing structures to sustainably guide and support the work of Age-Friendly Massachusetts and partner initiatives

We commit to monitor these goals on a regular basis, to track progress and accomplishments and to continuously receive feedback from residents and stakeholders to inform and advance the plan.

Thank you for your partnership.

Sincerely,



Charles D. Baker
Governor of the Commonwealth

Planning Together to Create an Age-Friendly Future

Why Age-Friendly?

“Age-Friendly” describes a movement to make communities more welcoming and livable for people of all ages. Age-Friendly efforts create places where people can grow up and grow older in a thriving environment together. A core belief of the movement is that the energy and experiences of older adults are a vital, largely untapped resource that enriches communities.



“We need to think differently about aging in Massachusetts. This isn’t just about acknowledging a shift in demographics; it’s about being intentional in our planning to ensure that those who grew up here, raised families and built communities, can continue to contribute their energy experience and talents where they live and make Massachusetts the most age-friendly state.”

Governor Charlie Baker, 2018 State of the Commonwealth Address

A critical partner to the Age-Friendly movement is the effort to become Dementia Friendly. The aim of Dementia Friendly is to make communities more inclusive and supportive of those living with dementia, as well as their families and care partners. A Dementia Friendly community is informed, safe, and respectful of people living with dementia and enables them and those who care about them to live full, engaged lives. As the Age-Friendly movement continues to gain momentum, Dementia Friendly initiatives and best practices should also scale.

The Time is Now

Today, there are more residents over the age of 60 than under the age of 20, and this growing population of older people offers an opportunity to develop new ways to help residents age and thrive in the places where they live, work, and volunteer¹. The Commonwealth benefits from the involvement, experience, and knowledge of older people in every aspect of the community and economy. According to AARP, 87% of adults aged 65 and older want to remain in their current home and community as they age². The Commonwealth is committed to supporting these wishes.

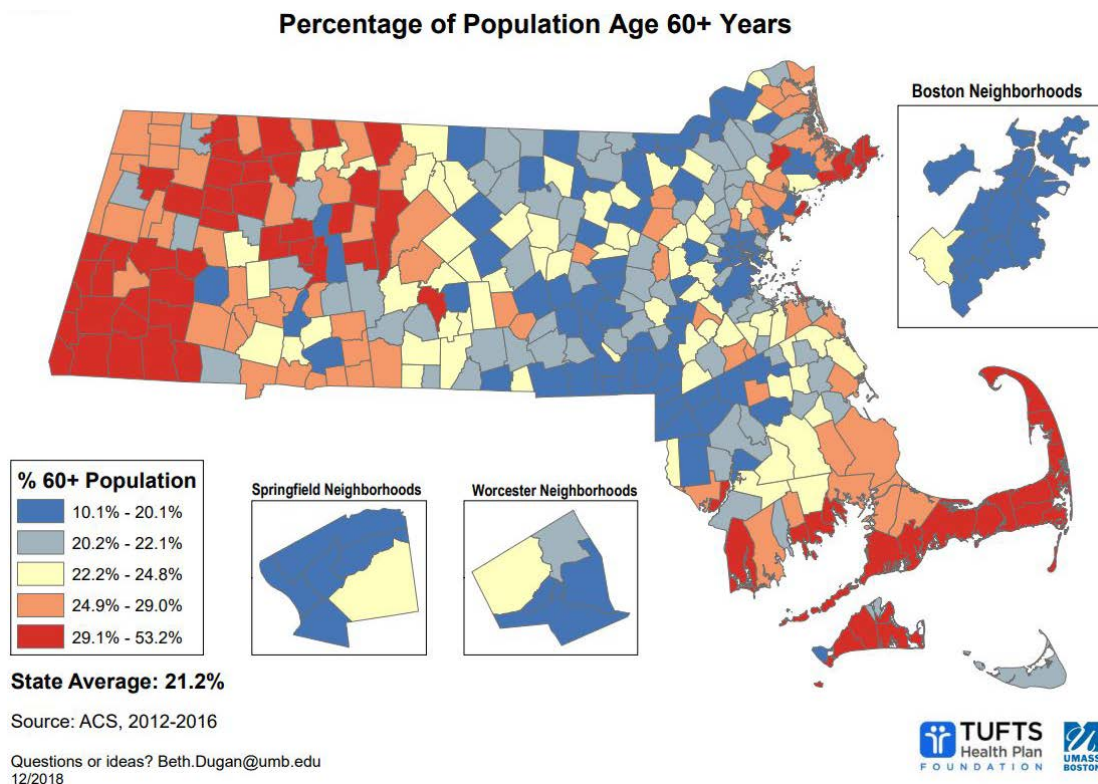
For decades, Massachusetts has been a leader in the development and delivery of aging services and supports and these shifting demographics bring new challenges and opportunities. Today, there are over 1.4 million people age 60 and older living in the Commonwealth, which represents 21.2% of the population³. This number is expected to grow. Projections suggest that in 2030, 28% of the Commonwealth’s residents will be age 60 or older¹. Additionally, the growth of those living with Alzheimer’s disease in Massachusetts will also increase from 138,268 in 2018³ to approximately 150,000 in 2025⁴.

¹ Center for Social & Demographic Research on Aging. (2014). Gerontology Institute. UMass Boston. Based on data from the Donahue Institute, University of Massachusetts.

² AARP Public Policy Institute. (2014). *What is Livable? Community Preferences of Older Adults*.

³ Massachusetts Healthy Aging Data Report. (2018). Gerontology Institute. UMass Boston. Based on data from ACS 2012-2016.

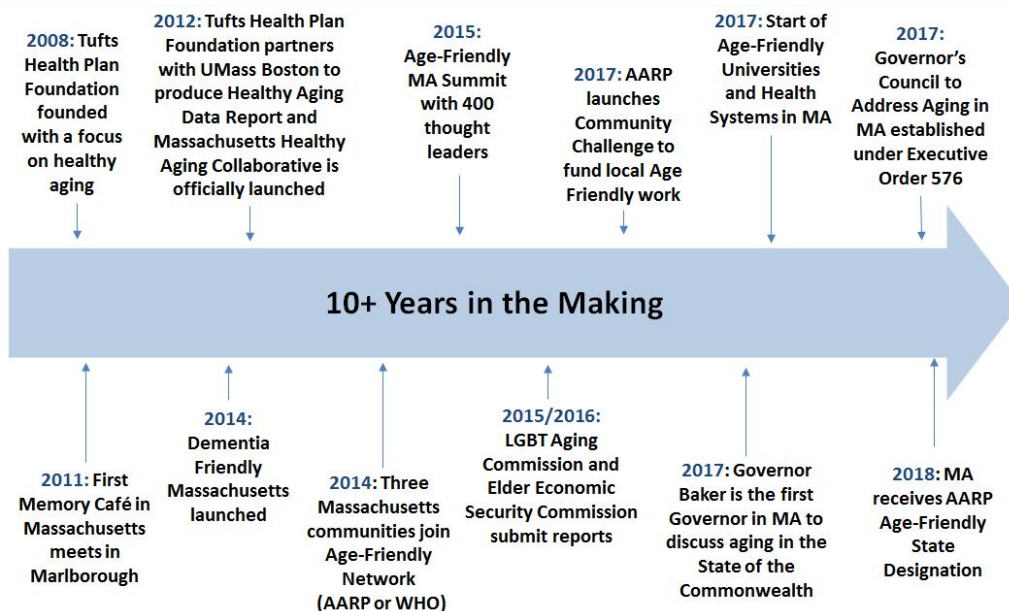
⁴ Alzheimer’s Association. (2016). *Alzheimer’s Statistics: Massachusetts*



The time is now for the Commonwealth to transform what it means to age in Massachusetts and to create livable communities where everyone is proud to grow up and grow older together.

What Does Age-Friendly Mean to Massachusetts?

For the Commonwealth of Massachusetts, coordinating and aligning age-friendly into a statewide movement represents the natural progression of grassroots work that started over ten years ago. The strength of the commitment to make the Commonwealth age-friendly comes from a decade of foundational work laid by municipalities, philanthropic organizations, and community-based organizations. In the Commonwealth, the pursuit of age-friendly is a **movement, not a moment**. The timeline below illustrates examples that contributed to the momentum of the Age-Friendly movement in Massachusetts, leading to the Commonwealth pursuing the Age-Friendly designation as a state.



As age-friendly success stories continued to bubble up from communities across the Commonwealth, the state was inspired to join the movement as a partner with dual roles. The first is as a statewide facilitator to bring age- and dementia-friendly initiatives to all communities, which involves scaling best practices, addressing barriers, and coordinating efforts. The second is as a leader in transforming the language, culture, and policy around aging. There are certain efforts that are best positioned to address on a statewide level, such as coordinating and sharing information, creating communication tools, reframing aging, and embedding aging in all policies.

In Governor Baker's 2018 State of the Commonwealth address, he affirmed the state's commitment by announcing the designation of the Commonwealth of Massachusetts to be among the first states in the nation to join AARP's Network of Age-Friendly States and Communities. This designation commits the state, in collaboration with partner organizations, to make Massachusetts more livable and welcoming for people of all ages. **This plan is a result of that commitment.**

The Commonwealth of Massachusetts has set forth a mission and vision for the current Age-Friendly State designation.

Mission

To **amplify, align, and coordinate** local, regional, and statewide efforts to create a **welcoming and livable Commonwealth** as residents grow up and grow older together.

Vision

Aging in Massachusetts is reimaged.

The Commonwealth is an accountable partner in supporting communities, embedding aging in all policies, and empowering residents with opportunities to age meaningfully in the communities of their choice.

Massachusetts Plan and Strategy to Become Age-Friendly

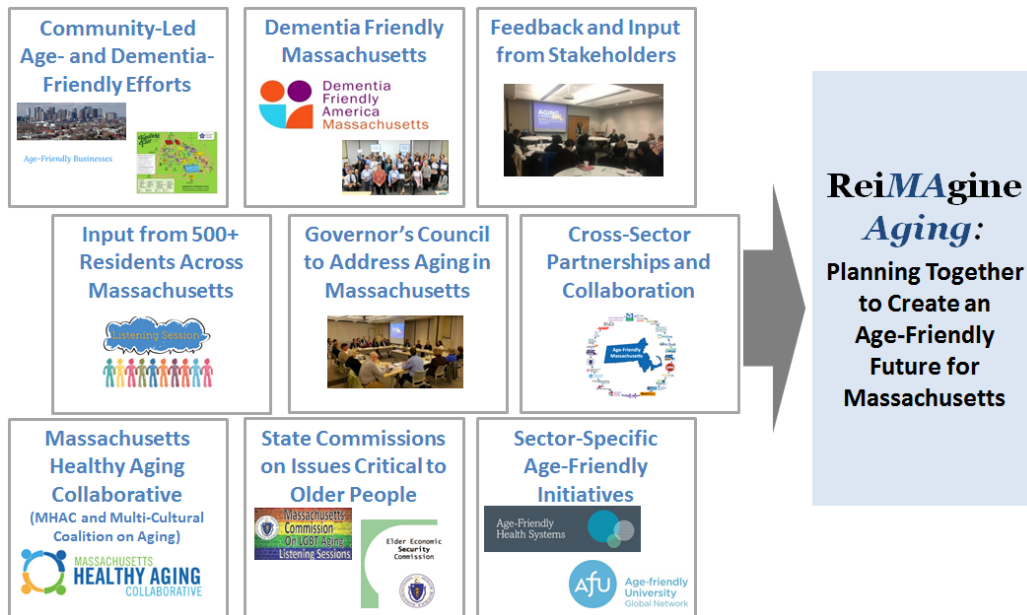
Led by the Executive Office of Elder Affairs, the Commonwealth of Massachusetts will collaborate with a diverse set of partners to integrate efforts and implement the action plan. This document serves as the state's multiyear plan to make the Commonwealth, as a whole, more age- and dementia-friendly. It includes a comprehensive set of values, goals, and strategies advancing Massachusetts' efforts to become an age-friendly state. The plan defines tangible and measurable goals, while recognizing that becoming age-friendly is a fluid process and ongoing journey that requires direction from community members, partners, and various stakeholders. This ensures that all practices and policies are delivered in an equitable and sustainable manner, and that the movement and initiatives reflect the voice of older adults and communities.

Inputs to Age-Friendly Massachusetts

Already underway, are numerous age- and dementia-friendly efforts across the Commonwealth, including in state and municipal government, and in the business, philanthropic, academic, health care and non-profit sectors. The statewide age-friendly initiative will deepen and strengthen local and regional efforts through enhanced coordination and collaboration. As over ten years of work have led to this plan, there have been considerable inputs that have led to the creation of the mission, vision, values, and goals established.

The inputs include:

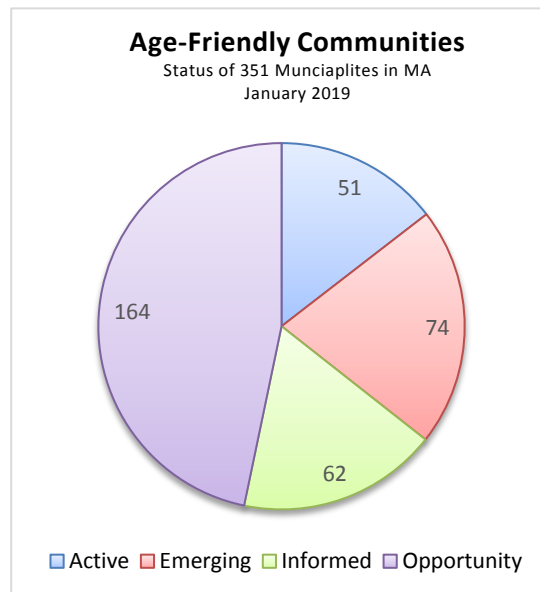
- **Community-led age- and dementia-friendly efforts**, which is currently inclusive of approximately 200 cities and towns and continuously growing
- [Massachusetts Healthy Aging Collaborative \(MHAC\)](#) as the backbone organization to provide supports to municipalities with an Advisory Council of over 100 cross-sector organizations and a [Multicultural Coalition on Aging](#)
- [Dementia Friendly Massachusetts](#) as the organization to provide supports to municipalities engaged in dementia-friendly activities
- Ongoing work to develop, implement and evaluate innovative aging programs and services by the [Executive Office of Elder Affairs](#) (the State Unit on Aging)
- [Governor's Council to Address Aging in Massachusetts](#) blueprint and recommendations
- Listening sessions and written comment with **input from over 500 residents across Massachusetts** for the Governor's Council to Addressing Aging in Massachusetts
- **State Commissions** on issues critical to older people, including the Special Legislative Commission on Lesbian, Gay, Bisexual and Transgender (LGBT) Aging and the Elder Economic Security Commission
- **Sector-specific age-friendly initiatives**, such as [Age-Friendly Health Systems](#) and [Age-Friendly Universities](#)
- **Cross-sector partnerships** and collaboration, including but not limited to housing, transportation, business, technology, healthcare, philanthropy, education, local government, and aging services
- **Feedback and input** from stakeholders on this plan



Snapshot: Community-Led Age- and Dementia-Friendly Efforts

The age-friendly movement started in Massachusetts long before the creation of this plan. Leaders and organizations, at both the state and local levels, have committed to creating environments that foster healthy, active, and purposeful aging. The reach of the age- and dementia-friendly movement now spans over 200 cities and towns in every region of the state. The number of communities is continually expanding thanks to the dozens of organizations advancing this work.

- **51 Municipalities are Active Age-Friendly Communities**
 - 37 have been designated by AARP
 - 2 have been designated by the World Health Organization Designated
 - 9 have signed Municipal Resolutions (all in Berkshire County – 2 AARP Designated)
 - 5 Martha's Vineyard Communities (Island is AARP designated as a region and all five towns approved funding at Town Meeting) to hire an Island-wide Age-Friendly Coordinator with the Island Planning Commission
- **74 Municipalities are Emerging as Age-Friendly**
Emerging cities and towns have at least two entities and organizations working on becoming Age-Friendly
- **138 Municipalities are Engaged in Dementia Friendly Activities**



The Commonwealth sees the opportunity to build on the successes of municipal and community-based efforts and to assist in starting age- and dementia-friendly work where it has yet to be formalized. Additionally, there is a clear opportunity for a statewide initiative to assist local efforts to ensure that all 351 communities in Massachusetts are welcoming and livable for their residents.

Using frameworks, such as AARP's Livable Communities and the World Health Organization's Eight Domains of Livability, over 200 cities and towns across the Commonwealth are planning and actively engaging in age- and dementia-friendly initiatives. Below are a few highlights and examples of the innovative work occurring in communities.

Community Highlight: Berkshires

The [Age-Friendly Berkshires Action Plan](#) represents the first regional age-friendly effort within the Commonwealth of Massachusetts. Local leaders and stakeholders began the movement in 2014, conducted a survey and public summit in 2015, and started to implement their plan in 2017. The following initiative is only one example of the Berkshire County's commitment to becoming age-friendly.

The Berkshire Regional Planning Commission created a guide to help older residents plan for home renovations to enable them to age independently, safely, and in the comfort of their own homes. The guide is broken up into four sections with various tips, tools, and resources. These sections include: conduct a home audit, identify renovation options, select a contractor, and review other resources.

Community Highlight: Boston

The [Age-Friendly Boston Action Plan](#) was created in 2017 and details 75 concrete action items that the city will take to become even more age-friendly. The three-year plan was created with direct input from over 4,000 older adults living in Boston, including 30 listening sessions across the City held in English, Spanish, Chinese and Haitian Creole. The following initiative is one of dozens of successes documented in the city's first annual report.

As part of its age-friendly efforts, the City of Boston's Elderly Commission released an interactive online map with a list of public restrooms by neighborhood. While the aim of the project was to help older adults conveniently find the nearest public restroom, the tool also serves the broader public, including people with disabilities, parents of young children, and the many tourists who visit Boston in the summer months.

Community Highlight: Cape Ann

The [Age- and Dementia-Friendly Cape Ann Initiative \(ADFCA\)](#) is among the first to integrate the age- and dementia-friendly movements at the start of the work. ADFCA encompasses the four communities of Cape Ann: Gloucester, Rockport, Manchester-by-the-Sea, and Essex.

The ADFCA Steering Committee includes a broad coalition of stakeholders representing the Age-Friendly domains and Dementia Friendly sectors, older adults, and the care partners of

individuals living with dementia. ADFCA has weaved age- and dementia-friendly questions into all aspects of the Community Assessment, which included community forums, focus groups, and key stakeholder interviews that were conducted by UMass Gerontology Institute and the community survey.

Community Highlight: Salem

[Salem's Age Friendly initiative](#) began in 2016 when Salem was added to the AARP's national network of Age Friendly Communities. Salem became the first city on the North Shore to join the network and the third in the Commonwealth. In November 2016, the City of Salem formally submitted its age-friendly action plan, *Salem for All Ages*, to the AARP and the World Health Organization.

As part of the ongoing Salem for All Ages initiative, the City of Salem launched the new website www.salemforallages.org in August 2018. The website contains information about living and aging in place in Salem such as links to transportation resources, volunteer opportunities, activities and events, healthy living and home maintenance guides, the annual Salem for All Ages Resource Guide, and details about Salem for All Ages.

Snapshot: Cross-Sector Partnerships and Collaboration

Massachusetts is fortunate to have leaders in multiple sectors – housing, transportation, business, technology, healthcare, philanthropy, education, local government, and aging services – committed to the age-friendly mission. The graphic below only begins to capture the many organizations engaged in this movement and the hope is to welcome many more into these efforts (Appendix B).

While each partner plays a unique and significant role, Age-Friendly Massachusetts is only possible through coordination and amplification of each other's work. Integration is critical to transform every town, city, and region into a great place to grow up and grow older.

Cross-cutting initiatives such as the Massachusetts Healthy Aging Collaborative (MHAC), Dementia Friendly Massachusetts (DFM), and the Governor's Council to Addressing Aging in Massachusetts are already operating in this integrated manner, combining the efforts of many partners and sectors. These initiatives and the work in local communities would not be possible without support and resources from organizations such as AARP Massachusetts and the Tufts Health Plan Foundation. This plan articulates how partners can work together to bring age- and dementia-friendly policies and practices to every corner of the Commonwealth.



Snapshot: Massachusetts Healthy Aging Collaborative

The [Massachusetts Healthy Aging Collaborative \(MHAC\)](#) was launched as a network of leaders in community, health and wellness, government, advocacy, research, business, education, and philanthropy who participate in efforts to advance healthy aging with leadership from the Tufts Health Plan Foundation. The Collaborative has adopted a multi-dimensional model that aligns with the World Health Organization's definition of aging, supporting activities that "optimize opportunities for health, participation and security in order to enhance quality of life as people age." MHAC is a backbone organization for the Age-Friendly movement and with Dementia Friendly partners and is an integral part of supporting and building upon community efforts.

Snapshot: Dementia Friendly Massachusetts

[Dementia Friendly Massachusetts](#) is a grassroots movement to make communities safe, inclusive, and respectful for residents living with Alzheimer's disease or a related dementia. By working together, communities successfully support individuals living with dementia, as well as their friends and families. A dementia friendly community enables people living with dementia and those who care about them to live full and engaged lives. Dementia Friendly Massachusetts supports communities and organizations engaged in dementia friendly activities and is a key partner in the integrated age- and dementia-friendly statewide initiative.

Snapshot: Governor's Council to Address Aging in Massachusetts

On April 12, 2017, Governor Charles D. Baker signed Executive Order 576 establishing the Governor's Council to Address Aging in Massachusetts. The Council was tasked with advising the Administration on policies, community resources, best practices, and informal supports to promote healthy aging in Massachusetts.

The [Governor's Council to Address Aging in Massachusetts](#) is comprised of leaders from the business community, academia, health care, technology and innovation, advocacy organizations, caregivers, community organizations, and municipalities. The Council delivered its initial blueprint in April 2018. Five workgroups, focused on housing, transportation, caregiving, employment and economic security, and technology and innovation, were then charged with reporting on potential solutions by the October 2018. With the framework established in the initial blueprint and the reports by the workgroups, in December 2018 the Council finalized 28 recommendations with 67 action steps to submit to Governor Baker. The statewide efforts to become an Age-Friendly State builds on the work and recommendations of the Governor's Council to Address Aging in Massachusetts, as well as the priorities outlined through expert panels, listening sessions, and the workgroup reports. One of the recommendations of the Council is to pursue the Age-Friendly State designation from AARP and this plan fulfills that recommendation. The remaining recommendations have been embedded in this plan's goals and strategies, noting the corresponding recommendation, and will be tracked in a coordinated manner (Appendix A).

Planning Process

Recognizing the opportunity to build on the foundational work in communities and with partnering organizations, the Commonwealth is committed to an integrated statewide effort. On January 18, 2018, the AARP Network of Age-Friendly States and Communities acknowledged that effort and certified that the Commonwealth of Massachusetts has committed to becoming more welcoming and livable and was accepted as a member of the AARP Network of Age-Friendly States with a certification that is valid for five years.

In the initial application submitted in January 2018, the Commonwealth noted it would spend the first-year planning and establishing a mission, vision, values, and goals. The planning process included gathering extensive input from partner organizations and communities. It also leveraged the work and recommendations from the Governor's Council to Address Aging in Massachusetts. Lastly, the process focused on identifying gaps, as well as opportunities to better leverage best practices in all communities. The values, goals, and strategies were specifically designed to honor existing work and the voice of older adults. Each goal and strategy is intended to see measureable results in every corner of the Commonwealth.

This plan is will be evaluated and refreshed regularly to reflect the dynamic nature of community and demographic change. At least once a year, the state will undertake a deliberate review of its efforts to ensure that this plan's goals are being met.

The Plan <u>Is</u>	The Plan <u>Isn't</u>
A coordinated approach to amplify and align Age- and Dementia-Friendly efforts across the state.	A starting point for the Age-Friendly movement , which has been active for over 10 years.
An articulation of the state's vision and aspirations for what it looks like to grow older as a Commonwealth.	A singular focus on the challenges and barriers facing an aging population and changing demographics.
Rooted in a community-based approach using local efforts as a launching point.	Based on a top-down approach that does not account the progress and uniqueness of cities and towns.
Taking ownership for cross-cutting priorities that affect all communities, such as reframing and embedding aging in all policies.	Managing how communities approach the age- and dementia-friendly work and domains of livability , since work on these domains are best left to local communities.
A living document that will be continuously updated and modified based on resident and stakeholder input and progress to-date.	A static, "one-and-done" document that is not updated to reflect input from residents and stakeholders.
A coordinated, cross-sector effort between partners in the aging and other sectors, such as business, transportation, and health.	A siloed effort limited to partners in the field of aging without collaboration and input from partners in other sectors.

Values of Age-Friendly Massachusetts

In order to continuously advance toward the mission and vision a common set of values were established. They apply to the implementation of all the statewide initiatives to anchor all aspects of this multiyear plan.

Age-Friendly Massachusetts commits to the following values:

- To **honor and build** on the priorities communities have already identified
- To **integrate initiatives and leverage existing work** where possible
- To emphasize **access, equity, and inclusion** in all elements of assessment, planning, and execution
- To **embed the voice and perspective of residents and communities** in all decisions and plans
- To **facilitate collaboration** at the state and community levels to identify barriers, address gaps and align resources
- To **share** data, information, and resources and disseminate knowledge
- To encourage advocacy, policy, and practices that **embed aging** within and across a broad range of issues and sectors
- To leverage **innovation and technology** where possible

Goals

In addition to the stated values, Age-Friendly Massachusetts has identified six goals to advance the Commonwealth as an Age-Friendly State. While work in local communities often aligns with one or more of the World Health Organization's Eight Domains of Livability, the goals of this statewide plan are intentionally cross-cutting to provide a statewide perspective. The priority is to focus on areas where the Commonwealth as a whole can successfully drive systems change, fill gaps, and amplify the work already completed or underway. These goals include:

1. **Community** – Deepen and strengthen age- and dementia-friendly efforts to be inclusive of all communities and populations
2. **Information and Communication** – Communicate information in an accessible and user-friendly manner to residents, organizations, and municipalities
3. **Reframing** – Change the conversation about aging from a “challenge” to an “asset”, increase literacy about issues related to aging, and eliminate ageist images and expressions in language across social, print, and other media
4. **Policy and Practice** – Encourage the adoption of age-friendly policies and practices in all sectors
5. **Economic Security** – Take specific actions to improve economic security of older adults and caregivers
6. **Sustainability** – Leverage existing structures to sustainably guide and support the work of Age-Friendly Massachusetts and partner initiatives

Goals will be monitored and tracked on a regular basis. Feedback will be received continuously from residents and stakeholders to inform and advise the plan. Visit [Age-Friendly Massachusetts](#) for additional information and to submit comments and feedback.

See Appendix A for a detailed description of goals and strategies.

Appendices

Appendix A: Goals and Strategies

Goals and Strategies Overview

<p>Goal 1: Community Deepen and strengthen age- and dementia-friendly efforts to be inclusive of all communities and populations</p>	<p>Strategy #1: Continue to promote and increase visibility of the age- and dementia-friendly movement by engaging with communities</p> <p>Strategy #2: Provide communities with more resources and tools so that they can begin and expand age- and dementia-friendly initiatives</p> <p>Strategy #3: Focus on diverse communities to initiate age- and dementia-friendly efforts, including: Gateway Cities, rural communities, and underrepresented communities</p> <p>Strategy #4: Align, amplify, and address gaps in funding streams to better support all communities</p> <p>Strategy #5: Share best practices and celebrate age- and dementia-friendly communities to encourage other cities and towns to participate</p>
<p>Goal 2: Information and Communication Communicate information in an accessible and user-friendly manner to residents, organizations, and municipalities</p>	<p>Strategy #1: Create an age- and dementia-friendly communication plan to disseminate information to residents and organizations</p> <p>Strategy #2: Identify and inventory information sources and materials on resources, programs and services</p> <p>Strategy #3: Make information accessible and culturally competent to all consumers</p> <p>Strategy #4: Improve self-identification of caregivers and awareness of resources</p>
<p>Goal 3: Framing Change the conversation about aging from a “challenge” to an “asset”, increase literacy about issues related to aging, and eliminate ageist images and expressions in language across social, print and other media</p>	<p>Strategy #1: Educate thought leaders, policy makers, and community influencers on issues related to aging, ageism, and older people</p> <p>Strategy #2: Support a media literacy and awareness campaign on aging</p> <p>Strategy #3: Conduct reframing training with the technology and innovation community</p> <p>Strategy #4: Develop a story corps to broaden and change the narrative on aging</p> <p>Strategy #5: Reduce stigma associated with aging and disability, including cognitive impairment</p>

<p>Goal 4: Policy and Practice Encourage the adoption of age-friendly policies and practices in all sectors</p>	<p>Strategy #1: Establish and update state policies to be inclusive of older adults and caregivers</p> <p>Strategy #2: Establish age-friendly standards and designations in various sectors</p> <p>Strategy #3: Change how we plan for and maintain the built environment to encourage people to age in community</p> <p>Strategy #4: Address social determinants and upstream factors that are critical to successful aging</p> <p>Strategy #5: Promote civic participation by older adults, individuals with disabilities and family caregivers</p> <p>Strategy #6: Address social isolation and loneliness through cross-sector collaboration and increased awareness at the community, regional, and state levels</p>
<p>Goal 5: Economic Security Take specific actions to improve economic security of older adults and caregivers</p>	<p>Strategy #1: Support older adults in working longer by helping people plan for longer lives and understand the benefits of working beyond traditional retirement years</p> <p>Strategy #2: Strengthen the pipeline of the direct care workforce and support them through professional development</p> <p>Strategy #3: Increase awareness of existing programs that assist people to stay in their homes</p> <p>Strategy #4: Promote awareness of eligibility for discounts and other benefits</p> <p>Strategy #5: Continue to increase affordable housing options for older adults, including service enriched housing, assisted living, in-home services, villages, etc.</p> <p>Strategy #6: Increase education and awareness of identity theft and related financial scams</p> <p>Strategy #7: Help caregivers plan for themselves and the future of their care recipients</p> <p>Strategy #8: Improve access and affordability of health care coverage for older residents</p>
<p>Goal 6: Sustainability Create a sustainable infrastructure to guide and support the work of Age-Friendly Massachusetts and partner initiatives</p>	<p>Strategy #1: Gather stakeholders and funding streams to support Age-Friendly Massachusetts planning and implementation</p> <p>Strategy #2: Create an implementation plan and governance model to drive this work forward</p> <p>Strategy #3: Continuously engage with older adults and caregivers throughout the Commonwealth to understand our effectiveness in meeting their needs</p> <p>Strategy #4: Amplify cross-sector collaboration and partnership and harness the longevity economy</p> <p>Strategy #5: Evaluate Age-Friendly Massachusetts initiatives, share progress, and continuously gather feedback throughout the state</p>

Goal 1: Community

Deepen and strengthen age- and dementia-friendly efforts to be inclusive of all communities and populations

Strategy #1:

Continue to promote and increase visibility of the age- and dementia-friendly movement by engaging with communities

Strategy #2:

Provide communities with more resources and tools so that they can begin and expand age- and dementia-friendly initiatives

Strategy #3:

Focus on diverse communities to initiate age- and dementia-friendly efforts, including:

- Gateway Cities
- Rural communities
- Underrepresented communities

Strategy #4:

Align, amplify, and address gaps in funding streams to better support all communities

Strategy #5:

Share best practices and celebrate age- and dementia-friendly communities to encourage other cities and towns to participate

Goal 1: Community Deepen and strengthen age- and dementia-friendly efforts to be inclusive of all communities and populations				
Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #1: Continue to promote and increase visibility of the age- and dementia-friendly movement by engaging with communities	Action A: (GC #17) Meet with community leaders and organizations to encourage age- and dementia-friendly participation and initiatives	1-3	<ul style="list-style-type: none"> • AARP MA • DFM • MHAC • Division of Local Services • EOHHS/ EOE A • Local Planning Commissions 	<ul style="list-style-type: none"> • Increase in the number of communities “touched” (e.g., meetings, presentations) • Increase in the number of active communities • Increase in the number of emerging communities • Increase in the number of Dementia Friendly pledges and dementia friendly communities • For each of the above, increase in underrepresented communities
	Action B: (GC #17) Develop messaging to promote interest in this work across the state	1	<ul style="list-style-type: none"> • MCOA • MMA • Regional Planning Agencies 	
Strategy #2: Provide communities with more resources and tools so that they can begin and expand age- and dementia-friendly initiatives	Action A: (GC #17) Include age- and dementia-friendly best practices in community compacts	1	<ul style="list-style-type: none"> • AARP MA • Governor’s Office (Division of Local Services) • MHAC • MMA • Alzheimer’s Association MA/NH 	<ul style="list-style-type: none"> • Increase in awareness and use of age- and dementia-friendly community compacts • Increase in the use of toolkits to start or accelerate age- and dementia-friendly work, such as the Age- and Dementia-Friendly Toolkit, Development Toolkit, and AARP “Roadmap to

Goal 1: Community				
Deepen and strengthen age- and dementia-friendly efforts to be inclusive of all communities and populations				
Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #2 Continued	Action B: (GC #17) Develop an integrated age- and dementia-friendly toolkit	1	Chapter <ul style="list-style-type: none"> City of Boston DFM EOHHS/EOEA Faith-based Organizations JF&CS MCOA 	Livability” Workbooks and Healthy Aging Data Reports <ul style="list-style-type: none"> DPH includes supplemental funding for age- and dementia-friendly as part of grant process Increase in the number of Memory Sunday participants, Dementia Conversations, and Memory Cafes across the state Increase in the number of COAs that are dementia capable
	Action C: (GC #17) Establish age- and dementia-friendly incentives in all funding streams	1-3		
	Action D: (GC #17) Supplement existing grant opportunities and funding streams with additional resources to include age- and dementia-friendly practices	2		
	Action E: (GC #17) Leverage existing age- and dementia-friendly materials and disseminate through new channels to reach a broader audience	1-3		

Goal 1: Community Deepen and strengthen age- and dementia-friendly efforts to be inclusive of all communities and populations				
Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #2 Continued	Action F: (GC #17) Grow the number of dementia friendly events and forums, especially among underrepresented communities	1-3		
	Action G: (GC #17) Provide resources and tools to support local COAs and certify as dementia capable	3		
Strategy #3: Focus on diverse communities to initiate age- and dementia-friendly efforts, including: <ul style="list-style-type: none"> • Gateway Cities • Rural communities • Underrepresented communities 	Action A: (GC #17) Increase number of funders that support diverse communities through technical assistance, planning grants, and other mechanisms such as state and local philanthropy	1-3	<ul style="list-style-type: none"> • AARP MA • DFM • Multicultural Coalition on Aging at MHAC • Tufts Health Plan Foundation 	<ul style="list-style-type: none"> • Increase in the number of emerging and active age- and dementia-friendly Gateway Cities • Increase in the number of emerging and active age- and dementia-friendly rural communities • Increase in distribution and use of Inclusive Communities Toolkit and Rural Communities Toolkit • Increase in the number of COA
	Action B: (GC #17) Meet with town officials and local leaders to discuss age- and dementia-friendly work; encourage regional collaboration	1-3	<ul style="list-style-type: none"> • ADRCs • DPH • Grant Makers in Aging • Faith-based Organizations 	

Goal 1: Community				
Deepen and strengthen age- and dementia-friendly efforts to be inclusive of all communities and populations				
Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #3 Continued	Action C: Develop resources to showcase regional collaboration and help smaller communities understand how to become age and dementia friendly		<ul style="list-style-type: none"> Mass Senior Action Council LGBT Aging Commission MA Commission for the Blind MCOA MPHA Professional Organizations (e.g., National Association of Black Social Workers) 	staff that have multi-lingual capabilities <ul style="list-style-type: none"> Increase in number of grants and other funding opportunities to Gateway Cities, rural communities, and underrepresented communities
	Action C: (GC #17) Develop resources to showcase regional collaboration and help smaller communities understand how to become age- and dementia-friendly	2		
	Action D: (GC #17) Raise awareness of the age- and dementia-friendly movement within culturally and racially diverse professional organizations, and embed their voices in the implementation of age- and dementia-friendly	1-3		
Strategy #4: Align, amplify, and address gaps in funding streams to better support all communities	Action A: Promote coordination, alignment and targeting of funding streams	1-3	<ul style="list-style-type: none"> AARP MA MHAC 	<ul style="list-style-type: none"> List potential age- and dementia-friendly funding sources in a central place such

Goal 1: Community				
Deepen and strengthen age- and dementia-friendly efforts to be inclusive of all communities and populations				
Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #4 Continued	Action B: Inventory all funding sources, including those outside traditional age- and dementia-friendly channels	1	<ul style="list-style-type: none"> Academic Institutions Chambers of Commerce Community Foundations 	as the MHAC website <ul style="list-style-type: none"> Increase in awareness of funding sources, including those from sectors outside of the aging network
	Action C: Identify new funding sources by engaging with other sectors (e.g., businesses, universities) and leveraging existing initiatives that have identified older adults as a priority focus	2	<ul style="list-style-type: none"> DPH Healthy Aging Advisory Council EOHHS/ EOEa Governor’s Office (DLS) Grant Makers in Aging Local Businesses Mass in Motion Tufts Health Plan Foundation 	
Strategy #5: Share best practices and celebrate age- and dementia-friendly communities to encourage other cities and towns to participate	Action A: Create an age-friendly designation placard for communities to display	2	<ul style="list-style-type: none"> AARP MA DFM MHAC MMA 	<ul style="list-style-type: none"> Increase in number of age-friendly placards Completion of multiple age- and dementia-friendly Twitter chats Increase in number of op-eds published in nationally and regionally syndicated news
	Action B: Increase press and social media coverage of age- and dementia-friendly initiatives in communities	1-3	<ul style="list-style-type: none"> EOHHS/ EOEa MCOA 	

Goal 1: Community Deepen and strengthen age- and dementia-friendly efforts to be inclusive of all communities and populations				
Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #5 Continued	Action C: Present and share successes annually at municipal conferences	1		publications <ul style="list-style-type: none"> • Organizations outside the aging network are promoting age- and dementia-friendly on social media • Age- and dementia-friendly successes presented at MMA 2019 conference • Increase in number of age- and dementia-friendly initiatives adopted from best practice examples • MA Livable Communities Conference complete
	Action D: Convert excitement and awareness of local best practices into statewide action; such as scaling the dementia-friendly practices of the Topsfield Fair to other fairs in Massachusetts	1-3		

Goal 2: Information and Communication

Communicate information in an accessible and user-friendly manner to residents, organizations, and municipalities

Strategy #1:

Create an age- and dementia-friendly communication plan to disseminate information to residents and organizations

Strategy #2:

Identify and inventory information sources and materials on resources, programs and services

Strategy #3:

Make information accessible and culturally competent to all consumers

Strategy #4:

Improve self-identification of caregivers and awareness of resources

Goal 2: Information and Communication

Communicate information in an accessible and user-friendly manner to residents, organizations, and municipalities

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #1: Create an age- and dementia-friendly communication plan to disseminate information to residents and organizations	Action A: Establish a communication workgroup to articulate who we are trying to reach, what we want them to know, and how we will reach them – accounting for a diverse population of older adults, individuals living with disabilities, and caregivers	1	<ul style="list-style-type: none"> • AARP MA • EOHHS/EOEA • MHAC • ASAPs • Cable Access • DFM • Healthy Living Center of Excellence • Local Libraries • Massachusetts Board of Library Commissioners • MCOA • Tufts Health Plan Foundation 	<ul style="list-style-type: none"> • Communication plan developed • Focus groups conducted and used as input into communication plan development
	Action B: Collaborate with residents to understand what they want to know, and when, where, and how they prefer to access information	1		
	Action C: Assess current audiences and channels for effectively communicating, recognizing that each person’s “trusted source” for information may be different	1		

Goal 2: Information and Communication

Communicate information in an accessible and user-friendly manner to residents, organizations, and municipalities

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #2: Identify and inventory information sources and materials on resources, programs and services	Action A: Scan the current aging and dementia network resource guides and lists	1	<ul style="list-style-type: none"> • AARP MA • MHAC • Alzheimer's Association (MA/NH Chapter) • DFM • District Attorneys and Attorney General's Office • ESMV-Merrimack Valley Planning Commission partnership • MassOptions 	<ul style="list-style-type: none"> • Map resources at the community level • Create a statewide resource with all mappings available and links to partner websites • Information, resources and links to local content published on MHAC website • Increased number of hits on MassOptions for aging and caregiving related resources
	Action B: Address gaps in content and fill in resources, such as services outside of the Executive Office of Health & Human Services	2-3		
	Action C: Create an interactive map for consumers to learn about local resources in their community	3		

Goal 2: Information and Communication

Communicate information in an accessible and user-friendly manner to residents, organizations, and municipalities

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #3: Make information and services accessible and culturally competent to all consumers	Action A: (GC #13) Translate materials to languages other than English and in formats accessible for the blind and visually impaired and deaf and hard of hearing communities	1-3	<ul style="list-style-type: none"> EOHHS/EOEA Multicultural Coalition on Aging at MHAC Aging Services Providers Alzheimer’s Association (MA/NH Chapter) Community Health Training Institute 	<ul style="list-style-type: none"> MassOptions available in additional languages through all channels (phone, web, chat) MHAC website and all city and town websites are ADA accessible Increase in number of materials that are in accessible formats and multiple languages Increase in number of local radio and TV segments Increase in number of libraries that offer culturally competent resources for older adults and caregivers Increase in use of RideMatch and travel instruction programs offered by MassDOT Increase in availability of evidence-based programs in underrepresented communities Increase in culturally tailored evidence-based programming
	Action B: Align information to be consistent by phone, in person and online	2-3	<ul style="list-style-type: none"> DPH EOHHS/EOEA HCFA Independent Living Centers 	
	Action C: (GC #13) Create materials that are accessible to those living with Alzheimer’s or another dementia-related disorders	1-3	<ul style="list-style-type: none"> LGBT Health Aging Project Local Media Partners Local Community Centers and Libraries MABVI 	
	Action D: Utilize local television, radio, or online channels to bring education and awareness to resources	2-3		

Goal 2: Information and Communication

Communicate information in an accessible and user-friendly manner to residents, organizations, and municipalities

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #3 Continued	Action E: (GC #22) Leverage community centers and local libraries as places for content distribution with formats that are accessible for older people	1-2	<ul style="list-style-type: none"> Massachusetts Commission for the Deaf & Heard of Hearing MassDOT MassOptions Massachusetts Veteran Services MIRA Coalition Municipal Government RTAs 	
	Action F: (GC #16) Help people make better use of tools already available, such as transportation services like RideMatch and travel instruction programs	1		

Goal 2: Information and Communication

Communicate information in an accessible and user-friendly manner to residents, organizations, and municipalities

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #4: Improve self-identification of caregivers and awareness of resources	Action A: (GC #11) Increase marketing and outreach efforts, and continue to explore ways to meet caregivers where they naturally “aggregate” (doctor’s offices, hair salons, grocery stores)	1-3	<ul style="list-style-type: none"> • EOEA • MMA • AARP MA • ASAPs • Business Groups and Trade Organizations • COAs • DPH • Large Voluntary Health Organizations • Local Businesses • MPHA • NFIB-MA • Office of Consumer Affairs & Business Regulation 	<ul style="list-style-type: none"> • Increase in number of individuals who self-identify as a family caregiver • Increase in access to caregiving resources • New content available on Mass.gov • Increase in number of employers offering formal and informal caregiving supports • Inclusion of caregiver identification questions in public health surveys
	Action B: (GC #11) Continue to build content on Mass.gov, such as a podcast series	1		
	Action C: (GC #1) Partner with employers to strengthen businesses’ support of family caregivers in the workplace	1-3		

Goal 2: Information and Communication

Communicate information in an accessible and user-friendly manner to residents, organizations, and municipalities

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #4 Continued	Action D: (GC #11) Promote and support national and state initiatives	1-3		
	Action E: (GC #11) Include caregiver identification questions in public health population surveys	1-2		

Goal 3: Framing

Change the conversation about aging from a “challenge” to an “asset”, increase literacy about issues related to aging, and eliminate ageist images and expressions in language across social, print and other media

Strategy #1:

Educate thought leaders, policy makers, and community influencers on issues related to aging, ageism, and older people

Strategy #2:

Support a media literacy and awareness campaign on aging

Strategy #3:

Conduct reframing training with the technology and innovation community

Strategy #4:

Develop a story corps to broaden and change the narrative on aging

Strategy #5:

Reduce stigma associated with aging and disability, including cognitive impairment

Goal 3: Framing

Change the conversation about aging from a “challenge” to an “asset”, increase literacy about issues related to aging, and eliminate ageist images and expressions in language across social, print and other media

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #1: Educate thought leaders, policy makers, and community influencers on issues related to aging, ageism, and older people	Action A: (GC #26) Deploy reframing aging training through the Frameworks Institute	1	<ul style="list-style-type: none"> • AARP MA • EOEA • MHAC • Tufts Health Plan Foundation 	<ul style="list-style-type: none"> • The following have received frameworks training: <ul style="list-style-type: none"> - All EOEA employees - All leadership of agencies contracting with EOEA (ASAP ED Meeting, MCOA Annual Meeting, AARP Stakeholder Meeting) • Standard terminology for Age- and Dementia-Friendly defined • MCAD trainings and resources developed and disseminated • Frameworks Resource Toolkit created and distributed to all individuals who have completed training • Increase in number of conversations with businesses on the value of older workers • Development of business case to support older workers
	Action B: (GC #26) Customize reframing training materials as needed, such as defining what it means to be age- and dementia-friendly to promote its meaning in the general population	1	<ul style="list-style-type: none"> • AIM • DPH • Frameworks Institute • Mass HomeCare • MCAD • MCOA • MMA • MPHA • Multicultural Coalition on Aging at MHAC • NFIB-MA 	
	Action C: Work with MCAD to develop age and dementia awareness trainings and resources, including framing language such as “older adult”	2		

Goal 3: Framing

Change the conversation about aging from a “challenge” to an “asset”, increase literacy about issues related to aging, and eliminate ageist images and expressions in language across social, print and other media

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #1 Continued	Action D: Create and disseminate resource toolkit to spread influence of frameworks training beyond those that actually receive in-person training	2		
	Action E: (GC #26) Influence existing efforts to reframe how we talk about various populations to include older adults, individuals living with disabilities, and their caregivers	1-3		
	Action F: (GC #5) Promote the value of older workers through meetings with business leaders and distribution of educational materials	1		

Goal 3: Framing

Change the conversation about aging from a “challenge” to an “asset”, increase literacy about issues related to aging, and eliminate ageist images and expressions in language across social, print and other media

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #2: Support a media literacy and awareness campaign on aging	Action A: (GC #26) Conduct training for all press and media	2	<ul style="list-style-type: none"> EOHHS/ EOE MHAC 	<ul style="list-style-type: none"> Briefing for journalists already writing about aging complete Press/media representatives trained via Academy Local media have signed anti-ageism pledge Decrease in ageist language used in the local press/ media Developed media-specific training Developed academy
	Action B: (GC #26) Establish an academy for journalists to better understand aging policy and issues and learn how to tell the story through a different lens for older adults, individuals living with a disability, and caregivers	3	<ul style="list-style-type: none"> AARP MA BCBS (healthcare model) DFM Journalism Schools MIT Media Cloud New England Press Association State House News Service Tufts Health Plan Foundation 	
	Action C: (GC #26) Reduce ageist language in the press/ media and increase the conversation around age- and dementia-friendly	1-3		

Goal 3: Framing

Change the conversation about aging from a “challenge” to an “asset”, increase literacy about issues related to aging, and eliminate ageist images and expressions in language across social, print and other media

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #3: Conduct reframing training with the technology and innovation community	Action A: (GC #26) Leverage existing conferences and showcase events to conduct reframing training	1	<ul style="list-style-type: none"> EOEA MeHI Boston Society of Architects MassChallenge Health Tech Community MIT AgeLab Technology and Innovation Sector 	<ul style="list-style-type: none"> Reframing training provided at local technology and innovation conferences Reduced ageist language and images regarding older people in product/ service demos and marketing materials Formation of CEO council for the innovation and technology community, focused on the longevity economy
	Action B: (GC #26) Reduce ageist language and representation of older adults in new product/ service design, development and marketing	1-3		
	Action C: (GC #28) Increase awareness of universal design principles and an understanding of the longevity economy	1-3		

Goal 3: Framing

Change the conversation about aging from a “challenge” to an “asset”, increase literacy about issues related to aging, and eliminate ageist images and expressions in language across social, print and other media

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #4: Develop a story corps to broaden and change the narrative on aging	Action A: Collect stories from older adults and caregivers to highlight and share experiences	2	<ul style="list-style-type: none"> EOEA MCOA Alzheimer’s Association MA/NH ASAPs JF&CS MHAC 	<ul style="list-style-type: none"> Increase in number of stories published Increase in number of stories published from individuals living with Alzheimer’s or dementia-related disorders
	Action B: Highlight the opportunities and challenges of individuals living with Alzheimer’s and dementia	1-3		
Strategy #5: Reduce stigma associated with aging and disability, including cognitive impairment	Action A: (GC #22) Identify best practices and scale intergenerational programs and educational curriculum that enable younger people to reimagine what it means to grow older or to be living with Alzheimer’s, dementia or other disabilities	1-3	<ul style="list-style-type: none"> EOHHS/ EOE OMEGA @ MITAgeLab Alzheimer’s Association (MA/NH Chapter) Bridges Together DFM Generation Citizen JF&CS - Dementia Friends 	<ul style="list-style-type: none"> Increase in number of school systems with intergenerational curriculum and/ or programming Increase in number of Dementia Friends Public awareness campaign developed and launched

Goal 3: Framing

Change the conversation about aging from a “challenge” to an “asset”, increase literacy about issues related to aging, and eliminate ageist images and expressions in language across social, print and other media

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #5 Continued	Action B: Conduct Dementia Friends information sessions and training		<ul style="list-style-type: none"> • Little Brothers – Friends of the Elderly • MABVI • Massachusetts Commission for the Deaf & Hard of Hearing • MCOA 	
	Action B: Conduct Dementia Friends information sessions and training	1-3		
	Action C: Conduct public awareness campaign to decrease stigma around Alzheimer’s and dementia across the state	3		

Goal 4: Policy and Practice

Encourage the adoption of age-friendly policies and practices in all sectors

Strategy #1:

Establish and update state policies to be inclusive of older adults and caregivers

Strategy #2:

Establish age-friendly standards and designations in various sectors

Strategy #3:

Change how we plan for and maintain the built environment to encourage people to age in community

Strategy #4:

Address social determinants and upstream factors that are critical to successful aging

Strategy #5:

Promote civic participation by older adults, individuals with disabilities and family caregivers

Strategy #6:

Address social isolation and loneliness through cross-sector collaboration and increased awareness at the community, regional, and state levels

Goal 4: Policy and Practice

Encourage the adoption of age-friendly policies and practices in all sectors

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #1: Establish and update state policies to be inclusive of older adults and caregivers	Action A: (GC #18) Issue guidance to state agencies on the optimal framing, as well as the importance of the demographic shift in the Massachusetts population	2	<ul style="list-style-type: none"> EOHHS/ EOEA Office of the Governor Alzheimer’s Association (MA/NH Chapter) Constitutional Officers Health Policy Commission MA Legislature MassMobility MMA Municipal Government Regional Housing Providers Regional Planning Agencies RTAs 	<ul style="list-style-type: none"> Starting in 2019, all strategic plans from agencies, commissions or councils must be inclusive of older adults’ and family caregivers’ needs and abilities All state and municipal policies are using “reframing” language and acknowledge equity, access, and inclusion Increase in number of municipal ADA plans that incorporate priorities of older adults with disabilities Identification of pilot opportunities and implementation plans for supportive transportation and ride sharing Review state budget for programs and services that impact older adults and caregivers
	Action B: (GC #18) Leverage existing guides (e.g., MMA best practices, community compacts) to help municipalities review policies and procedures and make them more inclusive of the aging population	1-3		
	Action C: (GC #18) Proactively work with state agencies representing various sectors to embed aging in all policies and remove barriers that stand in the way of adopting age-friendly policies	1-3		

Goal 4: Policy and Practice

Encourage the adoption of age-friendly policies and practices in all sectors

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #1 Continued	Action D: (GC #13) Follow through on training required by legislation for special populations, such as those living with Alzheimer’s and dementia, LGBTQ older adults, and individuals experiencing animal hoarding	1		
Strategy #2: Establish age-friendly standards and designations in various sectors	Action A: (GC #4) Certify businesses that support older workers and family caregivers with Age-Friendly Employer Designation	1-3	<ul style="list-style-type: none"> EOHHS/ EOE A EOLWD ACIUM Alzheimer’s Association (MA/NH Chapter) Chambers of Commerce Community Colleges DPH Employer Groups Home Care Aide Council Home Care Alliance LeadingAge Local Age-Friendly Movements, such as 	<ul style="list-style-type: none"> Increase in number of certified Age-Friendly Employers All UMass Universities certified as Age-Friendly Increase in number of Age-Friendly Businesses Increase in number of Age-Friendly Health Systems Increase in number of referrals from healthcare organizations to community agencies
	Action B: Explore ways to make hiring standards more inclusive of older workers, such as changes to hiring forms	2		
	Action C: (GC #21) Promote the establishment of Age-Friendly Universities, Health Systems, and Businesses, and integrate movements into existing local age friendly efforts	1-3		

Goal 4: Policy and Practice

Encourage the adoption of age-friendly policies and practices in all sectors

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #2 Continued	Action D: (GC #14) Reimagine the continuum of in-home and facility-based services for those who need long-term services	1-3	City of Boston • Mass ALA • UMass	
Strategy #3: Change how we plan for and maintain the built environment to encourage people to age in community	Action A: (GC #19) Develop adaptability design standards for all state-funded senior housing to maintain tenancies in the face of increase frailty	1	<ul style="list-style-type: none"> • EOHHS/ EOEA • Department of Conservation and Recreation • DHCD • Executive Office of Energy and Environmental Affairs • Local Municipalities • MassDOT • MassHousing • New England Park Association • RTAs 	<ul style="list-style-type: none"> • Design standards input into MassHousing and DHCD guidelines • Bus stop improvements have been made to be more accessible and age-friendly • Additional RTAs have conducted bus stop assessments • Increased number of age-friendly parks and open spaces
	Action B: (GC #20) Improve mobility and transportation through structural enhancements and policy changes	1-3		
	Action C: Encourage the development of age/dementia friendly parks, recreation centers, and other communal spaces	1-3		

Goal 4: Policy and Practice

Encourage the adoption of age-friendly policies and practices in all sectors

Strategy	Action Steps <small>GC – Governor’s Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #4: Address social determinants and upstream factors that are critical to successful aging	Action A: (GC #24) Improve awareness of vision changes with age and the potential benefit of cataract surgery among older adults	1	<ul style="list-style-type: none"> EOHHS/ EOEA AAA AARP MA ASAPs Community Colleges Department of Education DHCD MassDOT MassHousing Mass Medical Society MBTA MCOA RMV RTAs Trade Organizations Vocational Schools WalkBoston 	<ul style="list-style-type: none"> Increase awareness to cataract surgery Extend the “Carfit” program to older adults through COAs Increase access to and awareness of car maintenance services performed by local vocational and/ or high schools Increase number of Age-Friendly Business Designations to mechanics Expand supportive services to additional state public housing sites Increase in number of COAs and ASAPs that have adopted TNC services Increase access to two-person assist transportation services
	Action B: (GC #24) Support older drivers and those in transition by addressing upstream determinants	1-3		
	Action C: (GC #10) Expand supportive services in state public housing by first establishing a task force to identify best practices and areas for improved program delivery	1		
	Action D: (GC #24) Develop and conduct training for RMV and aging network providers to help older adults transition from driving to other transportation options	3		

Goal 4: Policy and Practice Encourage the adoption of age-friendly policies and practices in all sectors				
Strategy	Action Steps GC – Governor’s Council to Address Aging in MA Corresponding Recommendation	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #4 Continued	Action E: (GC #25) Explore new ways to fulfill a rider’s “total trip” through supportive transportation and Transportation Network Companies	1-3		
Strategy #5: Promote civic participation by older adults, individuals with disabilities and family caregivers	Action A: Survey what engagement strategies exist for older people and leverage the Boston Senior Civic Academy model to additional communities	2	<ul style="list-style-type: none"> • EOHHS/ EOE A • MCOA • AARP MA • City of Boston • UMass Boston 	<ul style="list-style-type: none"> • Senior Civic Academy launched in multiple communities
Strategy #6: Address social isolation and loneliness through cross-sector collaboration and increased awareness at the community, regional, and state levels	Action A: (GC #28) Engage the technology, business, and innovation community to facilitate connection and communication for older people who may be socially isolated	1	<ul style="list-style-type: none"> • DMH • DPH • EOHHS/EOEA • Association for Behavioral Healthcare • MassChallenge 	<ul style="list-style-type: none"> • In Good Company Optimal Aging Challenge launched • Champions established for Challenge winners • MHAT and COPS programs expanded to additional communities

Goal 4: Policy and Practice Encourage the adoption of age-friendly policies and practices in all sectors				
Strategy	Action Steps GC – Governor’s Council to Address Aging in MA Corresponding Recommendation	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #6 Continued	Action B: (GC #23) Promote and expand existing programs, including Elder Mental Health Outreach Teams and Community Peer Support Specialists, to reduce loneliness and isolation	1-3	<ul style="list-style-type: none"> • MassHealth • Massachusetts Association of Health Plans • Mass PACE • MeHI • MIT AgeLab • Senior Care Option Plans • Technology and Innovation Sector 	<ul style="list-style-type: none"> • Increased access to coordinated and integrated health services
	Action C: (GC #15) Integrate healthcare, behavioral health, and coordinated care	1-3		

Goal 5: Economic Security

Take specific actions to improve economic security of older adults and caregivers

Strategy #1:

Support older adults in working longer by helping people plan for longer lives and understand the benefits of working beyond traditional retirement years

Strategy #2:

Strengthen the pipeline of the direct care workforce and support them through professional development

Strategy #3:

Increase awareness of existing programs that assist people to stay in their homes

Strategy #4:

Promote awareness of eligibility for discounts and other benefits

Strategy #5:

Continue to increase affordable housing options for older adults, including service enriched housing, assisted living, in-home services, villages, etc.

Strategy #6:

Increase education and awareness of identity theft and related financial scams

Strategy #7:

Help caregivers plan for themselves and the future of their care recipients

Strategy #8:

Improve access and affordability of health care coverage for older residents

Goal 5: Economic Security

Take specific actions to improve economic security of older adults and caregivers

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #1: Support older adults in working longer by helping people plan for longer lives and understand the benefits of working beyond traditional retirement years	Action A: (GC #3) Increase number of employees who have easy access to work and save programs (for retirement savings)	1	<ul style="list-style-type: none"> ASAPs EOHHS/ EOEA Consumer Affairs EOLWD Employer Groups Local Banks Local Libraries Massachusetts Board of Library Commissioners MCOA MHAC NFIB-MA 	<ul style="list-style-type: none"> Increase in number of older adults who completed financial literacy courses and trainings Increase in number of community forums hosted by OCABR, AGO and DAS Increase in number of partnerships formed between local banks and ASAPs for financial literacy Increase in number of libraries offering financial literacy resources to older adults and family caregivers Improved ranking on Elder Economic Security Index
	Action B: Expand money management and financial literacy programs	2-3		
	Action C: Provide financial literacy resources at public libraries and community centers	2		
	Action D: (GC #6) Train career center staff to help prepare older adults for encore careers	1-3		
	Action E: (GC #2) Educate older people on the importance and benefits of working longer	1-3		

Goal 5: Economic Security

Take specific actions to improve economic security of older adults and caregivers

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #2: Strengthen the pipeline of the direct care workforce and support them through professional development	Action A: Promote direct care workforce programs at vocational schools	3	<ul style="list-style-type: none"> • Department of Higher Education • DPH • EOHHS/ EOEA • HCAC • ASAPs • Community Colleges • Home Care Aide Council • Home Care Alliance • Mass HomeCare • UMass 	<ul style="list-style-type: none"> • Increase enrollment for direct care workforce programs • Develop and implement pilot for universal healthcare worker • Train family caregivers to facilitate Savvy Caregiver and Powerful Tools
	Action B: (GC #12) Pilot initiatives to strengthen the role of home health aides and scale to other communities if successful	1		
	Action C: (GC #21) Train family caregivers and encourage them to use their skills to enter the direct care workforce	1-3		
Strategy #3: Increase awareness of existing programs that assist people to stay in their homes	Action A: (GC #8) Increase awareness of the property tax deferral program	1-3	<ul style="list-style-type: none"> • EOHHS/ EOEA • MCOA • Municipal Government • ASAPs • Department of 	<ul style="list-style-type: none"> • Increase in number of residents enrolled in property tax deferral programs • Increase in number of cities and towns offering property tax deferral programs

Goal 5: Economic Security

Take specific actions to improve economic security of older adults and caregivers

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #3 Continued	Action B: (GC #8) Convene municipal leaders and aging network to discuss property tax programs	1	<ul style="list-style-type: none"> Revenue Division of Local Services Local Planning Commissions MMA State Treasurer 	<ul style="list-style-type: none"> Legislation passed to address eligibility and interest rate grace period Increase in number of people and cities/ towns using Senior Property Tax Work-Off Program
	Action C: (GC #8) Address eligibility and interest rate grace period for the property tax deferral program through state policy	2-3		
	Action D: (GC #8) Increase awareness of Senior Property Tax Work-Off Program	1-3		
Strategy #4: Promote awareness of eligibility for discounts and other benefits	Action A: (GC #13) Create a guide of local discounts	2	<ul style="list-style-type: none"> MHAC EOEA Local Libraries Regional Age-Friendly Movements 	<ul style="list-style-type: none"> Creation of local discount guides Increase in use of state benefits such as Medicare savings program

Goal 5: Economic Security

Take specific actions to improve economic security of older adults and caregivers

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #4 Continued	Action B: (GC #13) Promote national, state and local benefits through existing tools and educational material	1-3		
Strategy #5: Continue to increase affordable housing options for older adults, including service enriched housing, assisted living, in-home services, villages, etc.	Action A: Conduct a scan of all available housing options and service provisions for older adults and individuals with disabilities	1	<ul style="list-style-type: none"> • DHCD • MassHousing • ASAPs • Congressional Delegation • EOHHS/ EOEa • Local Housing Authorities • MAPC • MassHealth • Medicare ACOs • Office of the Governor • Senior Care Option Plans 	<ul style="list-style-type: none"> • Scan completed by MassHousing with roadmap for affordable housing improvements • Plans established for creation of local Villages (DHCD and EOEa funding) • Increase in number of new affordable senior housing units • Increase in service enriched housing
	Action B: Evaluate village model, including successes and barriers in various communities, and use lessons learned to scale establishment of villages	2		
	Action C: (GC #9) Develop new production of moderate-income housing for older people through new cross-sector financial partnerships and exploration of a loan product	2-3		

Goal 5: Economic Security

Take specific actions to improve economic security of older adults and caregivers

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #5 Continued	Action D: (GC #9) Increase advocacy for additional Federal Section 202 funding for Massachusetts	2-3		
	Action E: (GC #10) Expand supportive services in state public housing	1-3		
Strategy #6: Increase education and awareness of identity theft and related financial scams	Action A: Work with the Attorney General's Office to promote efforts of the Massachusetts Elder Identity Theft Coalition	1	<ul style="list-style-type: none"> • Attorney General's Office • ASAPs • AARP MA • COAs • EOHHS/ EOEA • Local Banks and Credit Unions 	<ul style="list-style-type: none"> • Increased number of forums at banks and/ or community-based organizations
Strategy #7: Help caregivers plan for themselves and the future of their care recipients	Action A: Increase access to and awareness of resources and tools to help caregivers plan for their financial future	1-3	<ul style="list-style-type: none"> • DOR • EOHHS/ EOEA • HCLE • AARP MA • ASAPs • COAs • Congressional 	<ul style="list-style-type: none"> • Analysis of family caregiver tax credit complete • Caregiver financial literacy program piloted

Goal 5: Economic Security

Take specific actions to improve economic security of older adults and caregivers

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #7 Continued	Action B: Explore family caregiver tax credit	1	<ul style="list-style-type: none"> Delegation EOHHS/ EOEA Local Banks Massachusetts Senior Medicare Patrol Voluntary Health Organizations 	
	Action C: (GC #21) Explore opportunities to introduce a volunteer Care Corp program through federal legislation or a state program	2-3		
Strategy #8: Improve access and affordability of health care coverage for older residents	Action A: (GC #7) Increase income eligibility for Medicare Shared Savings Program	3	<ul style="list-style-type: none"> EOHHS Health Care For All Mass Senior Action Council 	<ul style="list-style-type: none"> Increased income eligibility for Medicare Shared Savings Program

Goal 6: Sustainability

Create a sustainable infrastructure to guide and support the work of Age-Friendly Massachusetts and partner initiatives

Strategy #1:

Gather stakeholders and funding streams to support Age-Friendly Massachusetts planning and implementation

Strategy #2:

Create an implementation plan and governance model to drive this work forward

Strategy #3:

Continuously engage with older adults and caregivers throughout the Commonwealth to understand our effectiveness in meeting their needs

Strategy #4:

Amplify cross-sector collaboration and partnership and harness the longevity economy

Strategy #5:

Evaluate Age-Friendly Massachusetts initiatives, share progress, and continuously gather feedback throughout the state

Goal 6: Sustainability

Create a sustainable infrastructure to guide and support the work of Age-Friendly Massachusetts and partner initiatives

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #1: Gather stakeholders and funding streams to support Age-Friendly Massachusetts planning and implementation	Action A: Review options for organizing structure and funding	1	<ul style="list-style-type: none"> • AARP MA • EOHHS/ EOEA • MHAC • DFM • HLCE • MCOA • Tufts Health Plan Foundation 	<ul style="list-style-type: none"> • Funding secured to manage Age-Friendly MA • Stakeholders defined and engaged in this effort • Cultural competency training completed by all Age-Friendly MA partners
	Action B: Involve stakeholders who represent the communities and populations impacted by this plan and define roles	1-3		
	Action C: Conduct cultural competency training for all Age-Friendly MA partners	1		

Goal 6: Sustainability

Create a sustainable infrastructure to guide and support the work of Age-Friendly Massachusetts and partner initiatives

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #2: Create an implementation plan and governance model to drive this work forward	Action A: Define project plan with milestones and dependencies	1	<ul style="list-style-type: none"> • AARP MA • EOHHS/ EOEa • MHAC • HLCE • MCOA 	<ul style="list-style-type: none"> • Project plan defined • Governance model defined • Regular checkpoints conducted with Age-Friendly MA partners/ stakeholders
	Action B: Determine and assign roles and responsibilities within governance model – Project manager or coordinator	1		
	Action C: Create a dashboard, and determine reporting cadence and format	1		

Goal 6: Sustainability

Create a sustainable infrastructure to guide and support the work of Age-Friendly Massachusetts and partner initiatives

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #3: Continuously engage with older adults and caregivers throughout the Commonwealth to understand our effectiveness in meeting their needs	Action A: Develop methods (e.g., online tool, written survey) to solicit input and gather feedback on current efforts – Encourage communities to report on their successes	1	<ul style="list-style-type: none"> • MHAC • EOHHS/ EOEa • AARP MA • ASAPs • COAs • DFM • MMA 	<ul style="list-style-type: none"> • Additional listening sessions conducted throughout the Commonwealth • Surveys conducted to solicit input on the plan
	Action B: Collect and use listening session input from individual municipalities and other related efforts to better understand “what is working” and “what could be better” according to consumers	1-3		
Strategy #4: Amplify cross-sector collaboration and partnership and harness the longevity economy	Action A: (GC #27) Convene a Massachusetts CEO Council inclusive of start-ups to mature business to foster collaboration and advocate for the older population	1	<ul style="list-style-type: none"> • MIT AgeLab • EOHHS • MeHI 	<ul style="list-style-type: none"> • CEO Council formed • Increase in number of challenges, networking events, and partnerships with the innovation sector

Goal 6: Sustainability

Create a sustainable infrastructure to guide and support the work of Age-Friendly Massachusetts and partner initiatives

Strategy	Action Steps <small>GC – Governor's Council to Address Aging in MA Corresponding Recommendation</small>	Year	Accountability (Leads and Collaborators)	Key Indicators
Strategy #4 Continued	Action B: (GC #28) Continue to engage the innovation community and leading businesses through challenges, networking events, and partnerships to think about solutions that address the opportunities of an aging society and spur economic development	1	<ul style="list-style-type: none"> MIT AgeLab EOHHS MeHI Technology & Innovation Sector 	
Strategy #5: Evaluate Age-Friendly Massachusetts initiatives, share progress, and continuously gather feedback throughout the state	Action A: Create a data collection mechanism for state and community initiatives and continuously collect input	1-3	<ul style="list-style-type: none"> AARP MA EOHHS/ EOEa MHAC Healthy Living Center of Excellence MCOA 	<ul style="list-style-type: none"> Compliance with AARP/ WHO Age-Friendly criteria Annual progress report and dashboard published
	Action B: Populate dashboard on regular basis to maintain current status	1-3		

Appendix B: Partner Organizations

AARP Livable Communities

A nationwide initiative that supports the efforts of neighborhoods, towns, cities and rural areas to be great places for people of all ages. AARP believes that communities should provide safe, walkable streets; age-friendly housing and transportation options; access to needed services; and opportunities for residents of all ages to participate in community life.

Age-Friendly Berkshires

An on-going movement that aims to create a more livable Berkshire County for people of all ages, with a focus on the needs of the aging population. Since 2014, Berkshire County professionals and partner organizations have been actively making the Berkshires a great place to grow up and grow old.

Age-Friendly Boston

The Age-Friendly Boston project is committed to creating an environment in which older adults can continue to lead healthy and productive lives. Boston's public agencies, businesses, cultural, educational, and religious institutions, and community groups are working together to redefine policies and practices to enhance the quality of life for Boston residents.

Aging 2.0

Aging2.0 is an international, interdisciplinary and intergenerational organization - focused on changing the conversation from 1.0 (focused on local, clinical, siloed approaches) to 2.0 (collaborative, lifestyle oriented, opportunity driven). The Boston chapter acts as the convener for local innovators and entrepreneurs and is committed to sharing best practices and insights.

Alzheimer's Association (Massachusetts/ New Hampshire Chapter)

The mission of the Alzheimer's Association is to eliminate Alzheimer's disease through the advancement of research; to provide and enhance care and support for all affected; and to reduce the risk of dementia through the promotion of brain health. The Massachusetts/ New Hampshire Chapter focuses on the specific needs of individuals and families living in its service area.

Boston Complete Streets

The new Boston Complete Streets approach puts pedestrians, bicyclists and transit users on equal footing with motor-vehicle drivers. The initiative aims to improve the quality of life in Boston by creating streets that are both great public spaces and sustainable transportation networks. It embraces innovation to address climate change and promote healthy living.

COME 2 B Dementia Friendly

The communities of Marlborough, Northborough and Hudson, Massachusetts are working on an effort called COME 2 B Dementia Friendly, using the ACT on Alzheimer's model, developed by an organization in Minnesota that helps communities take action to make their communities

dementia friendly. The goal is to create a supportive environment for people living with Alzheimer's, or dementia, and for their families.

Executive Office of Elder Affairs

The Executive Office of Elder Affairs is the state's unit on aging. Their mission is to promote the independence, empowerment, and well-being of older adults, individuals with disabilities, and their caregivers. Through the statewide older adult network, the Executive Office of Elder Affairs provides home care, caregiver support, nutrition programs, protective services, health and wellness services, housing options, SHINE counseling, dementia and mental health services, and a variety of other programs.

Healthy Living Center of Excellence

The Healthy Living Center of Excellence represents a unique collaboration of community-based organizations, aging service providers, health care systems, governmental agencies, and healthcare payors; all with the shared goal of transforming the traditional health care delivery system to achieve better health outcomes and better healthcare at sustainable costs.

Jewish Family & Children's Service

For 150 years, Jewish Family & Children's Service (JF&CS) has focused on a singular, powerful goal – to improve people's lives. They provide a broad range of personalized services for anyone seeking care, guidance, and a purposeful, independent life in the Greater Boston, North Shore, and Central Massachusetts communities.

LeadingAge Massachusetts

LeadingAge Massachusetts is a member organization that represents the full continuum of mission-driven, not-for-profit providers of health care, housing, and services for older persons in Massachusetts. Members of LeadingAge Massachusetts provide housing and services to more than 25,000 older persons in the Commonwealth each year. They are affiliated nationally with LeadingAge, an association of 6,000 not-for-profit organizations.

Massachusetts Association of Residential Care Home (MARCH)

MARCH (Massachusetts Association of Residential Care Homes), established in 1991, is a non-profit organization that supports and advocates for the cost effective quality of care offered residents in a homelike setting within the long term care continuum.

Massachusetts Councils on Aging

Massachusetts Councils on Aging (MCOA) is a nonprofit, membership association of the 350 municipal councils on aging and senior centers. COAs are the first stop on the continuum of care. They support the 1.5 million older adults, 60 and over in Massachusetts, in leading healthy, purposeful lives.

Massachusetts Department of Transportation (MassDOT)

The Massachusetts Department of Transportation (MassDOT) aims to provide the nation's safest and most reliable transportation system to strengthen our economy and quality of life.

They partner with cities and towns, public agencies, and private sector businesses to deliver transportation services that also support the economic, quality of life, and environmental goals of the Commonwealth.

Massachusetts eHealth Institute

MeHI, the Massachusetts eHealth Institute at the Massachusetts Technology Collaborative, is the designated state agency for promoting health IT innovation, technology and competitiveness to improve the safety, quality and efficiency of health care across the Commonwealth of Massachusetts. MeHI assists healthcare providers and organizations throughout the Commonwealth of Massachusetts in the adoption and effective use of Health IT and other electronic Health (eHealth) technologies.

Massachusetts Health & Hospital Association

The Massachusetts Health & Hospital Association (MHA) includes 70 licensed member hospitals, many of which are organized within 28 member health systems, as well as interested individuals and other healthcare stakeholders. MHA's mission is to advance the health of individuals and communities by serving as the leading voice for all Massachusetts hospitals, healthcare systems and other care providers to help them provide high quality, cost-effective and accessible healthcare.

Massachusetts Healthy Aging Collaborative (MHAC)

The Massachusetts Healthy Aging Collaborative is a network of leaders in community, health and wellness, government, advocacy, research, business, education, and philanthropy who have come together to advance healthy aging. Their mission is to create strong and healthy communities that include older adults of all ages and abilities.

MassHousing

MassHousing is an independent, quasi-public agency created in 1966 and charged with providing financing for affordable housing in Massachusetts. The Agency raises capital by selling bonds and lends the proceeds to low- and moderate-income homebuyers and homeowners, and to developers who build or preserve affordable and/or mixed-income rental housing. Since its inception, MassHousing has provided more than \$22 billion for affordable housing.

Massachusetts Municipal Association

The Massachusetts Municipal Association (MMA) is a nonprofit, nonpartisan association that provides advocacy, training, publications, research and other services to Massachusetts cities and towns. The MMA is the only statewide organization that brings municipal officials together to establish unified policies, to advocate these policies, and to ensure the effective delivery of services to residents.

Massachusetts Senior Care Association

The Massachusetts Senior Care Association represents a diverse set of organizations that deliver a broad spectrum of services to meet the needs of older adults and people with

disabilities. Members include more than 400 nursing and rehabilitation facilities, assisted living residences, residential care facilities and continuing care retirement communities.

Massachusetts Works

The MassWorks Infrastructure Program provides funds for municipalities and other eligible public entities to support and accelerate housing and job growth in the Commonwealth.

Metropolitan Area Planning Council

The Metropolitan Area Planning Council (MAPC) is the regional planning agency serving the people who live and work in the 101 cities and towns of Metropolitan Boston. MAPC is governed by representatives from each city and town in the region, as well as gubernatorial appointees and designees of major public agencies. Their mission is to promote smart growth and regional collaboration.

MetroWest Health Foundation

The MetroWest Health Foundation is an independent health philanthropy whose mission is to improve the health status of the community, its individuals, and families through informed and innovative leadership. Since its inception in 1999, the Foundation has provided more than \$50 million in financial support to help residents and their families lead healthier lives through community-driven programs.

MassChallenge Health Tech

MassChallenge Health Tech is a digital health innovation hub founded by the City of Boston, MeHI, MACP, and MassChallenge, with the goal of supporting digital health startups. The leaders of MassChallenge Health Tech believe that when entrepreneurs and the community come together to solve problems, they will accelerate innovation and transform healthcare.

MIT AgeLab

The MIT AgeLab is a multidisciplinary research program that works with business, government, and NGOs to improve the quality of life of older people and those who care for them. The AgeLab applies consumer-centered systems thinking to understand the challenges and opportunities of longevity and emerging generational lifestyles to catalyze innovation across business markets.

Purple Table

The Purple Table Reservations flag and restaurant training program are designed for those who are living with Alzheimer's disease or dementia, Autism, PTSD, TBI, a hearing or vision impairment, or other physical or cognitive condition that may benefit from a more predictable environment and additional accommodations when dining out. Purple Table's Active Restaurant Portal allows users to search for restaurants that are already Purple Table-affiliated.

Tufts Health Plan Foundation

Tufts Health Plan Foundation's mission is to improve the health and wellness of the diverse communities they serve. Through community investments, the Foundation has given more than

\$27 million to Massachusetts, New Hampshire, and Rhode Island nonprofits to improve healthy living with an emphasis on older adults. The Foundation aims to move communities toward achieving age-friendly policies and practices that are relevant, focus on the most vulnerable, and include older adults in the process.

Walk Boston

WalkBoston makes walking safer and easier in Massachusetts to encourage better health, a cleaner environment and more vibrant communities. Their Statewide Action Plan is a three-year plan offering a framework on how to *Make Massachusetts More Walkable*. It builds on nearly 30 years of advocacy in more than 100 cities and towns.

WHO Global Network for Age-Friendly Cities and Communities

The World Health Organization (WHO) Global Network for Age-friendly Cities and Communities (the Network) was established to foster the exchange of experience and mutual learning between cities and communities worldwide. All members of the Network share a commitment to promote healthy and active aging and a good quality of life for their older residents.

YMCA (“The Y”)

Today, the Y engages more than 10,000 neighborhoods across the US as the nation’s leading nonprofit committed to helping people and communities to learn, grow and thrive. By nurturing the potential of every child and teen, improving the nation’s health and well-being, and supporting and serving our neighbors, the Y ensures that everyone has the opportunity to become healthier, more confident, connected and secure.

The list of partners is continuously growing, to include your organizations please contact the Executive Office of Elder Affairs.

Appendix C: Glossary

Important Terms

AARP's Livable Communities

A livable community is one that is safe and secure, has affordable and appropriate housing and transportation options, and offers supportive community features and services. The AARP Livable Initiative builds awareness and support for community-led livable communities.

Active Age-Friendly Community

“Active” Age-Friendly communities have either been designated by AARP and/or the World Health Organization, signed Municipal Resolutions, or approved dedicated resources to their local Age-Friendly movement.

Adaptability Design Standards

Adaptability design standards are criteria for housing development that includes features suitable for all ages, such as wider doorways and handles versus knobs. Accessible features, such as grab bars, can be easily installed but are not mandated as part of adaptable design.

Affordable Housing

Affordable housing encompasses a wide range of federal and state resources such as public housing and rental assistance to help individuals obtain safe and secure shelter.

Age-Friendly Business

An age-friendly business is one in which people of all ages and abilities can comfortably shop for goods and services. In Massachusetts, several cities and towns are starting Age-Friendly Business Designations.

Age-Friendly Health System

An age-friendly health system is one that provides safe, effective, patient-centered care in every setting for people of all ages, including older adults. [Age-Friendly Health Systems](#) is an initiative of the John A. Hartford Foundation and Institute for Healthcare Improvement.

Age-Friendly University

An age-friendly university is one that endorses the [10 Age-Friendly University principles](#) and encourages age-friendly programs and policies. The Age-Friendly University Global Network is an international group of higher education institutions dedicated to addressing the needs of older adults.

Care Corps Program

A Care Corps is similar in nature to the Peace Corps, but focused specifically on caring for others who need assistance with activities of daily living. Qualified volunteers provide care, companionship, and other supportive services as part of their residency in the program.

Caregiver

Simply stated, a caregiver is someone who helps care for another person. In the aging field, this can mean caring for an older adult or individual living with a disability, or being a grandparent raising a grandchild. Caregivers can be paid staff (the direct care workforce) or unpaid family members (family caregivers). Caregivers are critical to helping older people thrive and maintain independence as they assist with Activities of Daily Living.

CarFit

[CarFit](#) is an educational program administered by AARP, AAA, and The American Occupational Therapy Association, that offers older adults the opportunity to check how well their personal vehicles "fit" them. The program also provides information on community-specific resources that could enhance their safety as drivers, and/or increase their mobility in the community.

Community Compact Program

A [Community Compact](#) is a voluntary, mutual agreement between the administration and individual cities and towns of the Commonwealth. As part of the Compact, a community agrees to implement at least one best practice that they select from across a variety of areas. Starting in Fiscal Year 2019, age- and dementia-friendly practices were included in the program.

Dementia Conversations

Dementia Conversations is a one-session educational program developed by the Alzheimer's Association that helps family members and friends learn how to approach difficult topics related to Alzheimer's and dementia with their loved one. Topics include going to the doctor to obtain a diagnosis, deciding when it is necessary to stop driving, and making plans for managing finances and legal documents.

Dementia Friendly Pledge

A dementia-friendly pledge is a community's commitment to become dementia-friendly. This includes connecting across sectors, being inclusive of individuals living with dementia, adopting and communicating dementia-friendly practices and goals, championing organizational and coordination capacity, and tracking progress.

Dementia Friends

A Dementia Friend learns a little bit more about what it's like to live with dementia and then turns that understanding into action. From telling friends about Dementia Friends to visiting someone you know living with dementia, every action counts.

Direct Care Workforce

The direct care workforce is a subset of caregivers and includes nurse aides, home health aides, and personal- and home-care aides. The individuals form the basis of the long-term care system for many older adults and people living with disabilities.

Economic Security

Economic security relates to having stable income and/or other resources to support a standard of living today and in the foreseeable future.

Eight Domains of Livability

Developed by the World Health Organization, the [Eight Domains of Livability](#) framework is used by many of the towns, cities and counties in the AARP Network of Age-Friendly Communities to organize and prioritize their work to become more livable for both older residents and people of all ages. The domains are: Outdoor Spaces and Buildings, Transportation, Housing, Social Participation, Respect and Social Inclusion, Civic Participation and Employment, Communication and Information, and Community and Health Services.

Elder Economic Security Commission

Established under Section 187 of Chapter 38 of the Acts of 2013 (the FY14 state budget), the Elder Economic Security Commission was tasked with examining strategies to increase economic security for older adults and ways to enable older residents to remain in the Commonwealth and in their communities. In 2016, they published a [report to the Massachusetts State Legislature](#).

Emerging Age-Friendly Community

“Emerging” age-friendly communities are cities and towns that have at least two entities and organizations working on becoming age-friendly.

Gateway Cities

Gateway cities are midsize urban centers that anchor regional economies. For generations, these communities were home to industry that offered residents good jobs and a “gateway” to the American Dream. As industry changed, these cities are now repositioning and reinventing, capitalizing on existing infrastructure and connections to transportation networks, hospitals, universities and other major institutions.

Informed Age-Friendly Community

“Informed” age-friendly communities are cities and towns that have had some exposure to the age-friendly movement and may already be in the early stages of planning.

LGBT Aging Commission

The Massachusetts Commission on LGBT Aging is the first statewide commission in the country to focus on the needs and unique barriers of lesbian, gay, bisexual and transgender (LGBT) older people. Their [report to the Commonwealth](#) was published in December 2015.

Longevity Economy

The longevity economy represents the sum of all economic activity serving the needs of people over the age of 50, including both the products and services they purchase directly and the further economic activity this spending generates.

Long-Term Care/ Services

Long-term care includes a wide range of services and supports to meet personal care needs. It includes medical care, as well as assistance with the basic tasks of everyday life, often referred to as Activities of Daily Living (ADLs) and Instrumental Activities of Daily Living (IADLs). Long-term care can be provided in a variety of settings, such as a person's home, an assisted living facility, or a nursing home.

Massachusetts Elder Identity Theft Coalition

The [Massachusetts Elder Identity Theft Coalition](#) is a coalition of elder service providers, legal aid organizations, law enforcement, state agencies, and volunteer organizations throughout the Commonwealth. The Coalition was created to better address the needs of older adult victims of identity theft and cybercrime.

MassOptions

A service provided through the Executive Office of Health & Human Services. [MassOptions](#) connects older people, individuals with disabilities and their caregivers with agencies and organizations that can best meet their needs through phone, email or with an online specialist.

Medicare Shared Savings Program

The Shared Savings Program is committed to achieving better health for individuals, better population health, and lowering growth in expenditures by offering providers and suppliers (e.g., physicians, hospitals, and others involved in patient care) an opportunity to create a new type of health care entity, an Accountable Care Organization (ACO).

Memory Cafés

A memory café is a welcoming place for people with forgetfulness or other changes in their thinking and for their family and friends. Memory cafés meet at a variety of places including coffeehouses, museums, or community organizations. Each memory café is different. Some cafés invite guest artists, some offer education about memory changes, and some are just for relaxing and conversation.

Memory Sundays

Memory Sunday, the second Sunday in June, is a designated day within congregations serving African Americans that increases education and awareness of Alzheimer's and dementia. Topics discussed include prevention, treatment, research and caregiving.

Powerful Tools for Caregivers

Powerful Tools for Caregivers is a 6-week education program that helps family caregivers develop skills and confidence to better care for themselves while caring for others. Weekly

topics range from reducing stress to communicating in challenging situations and mastering care giving decisions.

Property Tax Assistance Programs

Three programs – the Senior Circuit Breaker Tax Credit, the Property Tax Work-Off Program, and the Property Tax Deferral Program – provide older adults and individuals living with disabilities with property tax assistance. The availability and specifics of each program depend on the municipality.

Ride Match

[Ride Match](#) is a one-stop searchable directory of public, private, and accessible transportation options in Massachusetts. It was designed to provide the state’s most vulnerable populations, and the agencies that serve them, with a way to easily identify all the transportation options within their communities.

Savvy Caregiver

Savvy Caregiver is a 6-week training program for individuals who care for someone with Alzheimer’s or dementia. It is based on the notion that family members who become caregivers need to be trained to assume a new role for which they are unprepared and untrained. The program builds information and knowledge about the illness, developing skills to manage daily life, and fosters a different attitude towards caregiving. [Workshops](#) run regularly through the Healthy Living Center of Excellence.

Service-Enriched Housing and Supportive Services

Service-enriched housing is rental housing in which social services are available onsite or by referral through a supportive services program or service coordinator. Supportive services are broad and include counseling and advocacy, health education, wellness programs, social events, and referral to other programs and services that may benefit the resident.

Story Corps

A story corps is a platform for collecting and sharing stories with the mission of fostering connection, building empathy and compassion, and increasing awareness.

Supportive Transportation

Supportive transportation includes accommodations and services for older people and individuals living with disabilities who may require additional assistance, such as a two-person assist for people with a wheelchair.

Transportation Network Company

A transportation network company (TNC) includes ride-sharing and ride-hailing service providers that pair riders with drivers through a web or mobile application.

Total Trip

An individual's "total trip" is defined as the journey from the originating location to the final destination, going beyond the curb-to-curb and door-to-door models. Today's transportation options often leave older people and individuals living with disabilities with gaps in their total trip, such as achieving the last 50 feet from the curb to second story, or the last mile from public transit station to home.

Travel Instruction

Travel instruction is the professional activity of teaching older adults, individuals living with disabilities and other people to use public transportation independently and safely to access their environment and community. The three core elements of any travel instruction program include transit orientation, familiarization, and travel training. There are [multiple programs available](#) to residents of Massachusetts.

Universal Design

Universal design is the design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all people regardless of their age, size, ability or disability. It is not a standalone set of special requirements but a fundamental condition of good design that benefits everyone.

Village Model

The Village model offers an option for helping people stay in their communities for as long as possible. Neighborhood residents create a "village", which is not a physical building or residence but rather a service delivery model that coordinates and delivers various supports in the community setting. Villages often rely on a mix of volunteers, dedicated staff, and service providers in the local area.

Acronyms

AAA	American Automobile Association
AARP MA	AARP Massachusetts
ACIUM	Association of Independent Colleges & Universities in Massachusetts
ACO	Accountable Care Organization
ADA	Americans with Disabilities Act
ADRC	Aging & Disability Resource Consortium
ASAP/AAA	Aging Services Access Point/ Area Agency on Aging
BCBS	Blue Cross Blue Shield
COA	Council on Aging
COPS	Community Outreach Peer Specialist
DFM	Dementia Friendly Massachusetts
DHCD	Department of Housing & Community Development
DLS	Division of Local Services
DMH	Department of Mental Health
DOR	Department of Revenue
DPH	Department of Public Health
DPU-TNC	Department of Public Utilities-Transportation Network Company Division
EMHOT	Elder Mental Health Outreach Team
EOEA	Executive Office of Elder Affairs
EOHHS	Executive Office of Health & Human Services
EOLWD	Executive Office of Labor & Workforce Development
ESMV	Elder Services of Merrimack Valley
HCAC	Home Care Aide Council
HCFA	Health Care for All
HLCE	Healthy Living Center of Excellence
HR	Human Resources
IRA	Individual Retirement Account
JF&CS	Jewish Family & Children's Service
LGBT	Lesbian, Gay, Bisexual & Transgender
MA/NH	Massachusetts/ New Hampshire
MABVI	Massachusetts Association for the Blind & Visually Impaired
MAPC	Metropolitan Area Planning Council
MassDOT	Massachusetts Department of Transportation
Mass ALA	Massachusetts Assisted Living Association

MCAD	Massachusetts Commission Against Discrimination
MCOA	Massachusetts Councils on Aging
MeHI	Massachusetts e-Health Institute
MHAC	Massachusetts Healthy Aging Collaborative
MIRA	Massachusetts Immigration and Refugee Advocacy
MIT	Massachusetts Institute of Technology
MMA	Massachusetts Municipal Association
MPHA	Massachusetts Public Health Association
NFIB-MA	National Federation of Independent Business-Massachusetts
PACE	Program of All-Inclusive Care for the Elderly
QAP	Qualified Allocation Plan
RMV	Registry of Motor Vehicles
RTA	Regional Transit Authority
SCO	Senior Care Options
TNC	Transportation Network Company
UMass	University of Massachusetts System
WHO	World Health Organization