

ATTACHMENT B- Narrative

1. Organizational Capacity

A. Organizational Governance

Kitsap County Aging and Long Term Care, the designated Area Agency on Aging (AAA) for Kitsap County, is a division under the Kitsap County Department of Human Services.

There are 618 AAAs across the United States and 13 AAAs in Washington State. As the local AAA, Kitsap AAA is responsible for planning, developing, coordinating, advocating, and delivering a comprehensive system of services to promote healthy aging and support choices for aging and older adults with disabilities to live as independently and with as much dignity as possible.

Grant and contract revenue for providing administration and direct services, to meet the responsibilities above, is administered by Kitsap AAA. Revenue sources include:

- Federal funding- The Older Americans Act, Title XIX of the Social Security Act,
- State funding- The Long Term Care Ombudsman program, Senior Citizens Services Act, Family Caregiver Support, Office of Insurance Commissioner Statewide Health Insurance Benefits Advisors program, Title V Senior Employment, Medicare Improvement Patient Provider Act, Senior Drug Education,
- Kitsap County General Fund- 30% support of the Long Term Care Ombudsman program, only.

As a County entity, Kitsap AAA has a positive track record of abiding by strict County fiscal policies and procedures. Kitsap AAA is subject to annual State Auditing as part of the regular County monitoring process. As a subcontractor of the Washington State Department of Social and Health Services Aging and Long Term Support Administration (ALTSA), Kitsap AAA received a 3 year program monitoring in 2016, annual Medicaid Quality Assurance review, and receives routine desk monitoring of contract deliverables.

- 2016 State Auditors Review- no findings
- 2016 DSHS Aging and Long Term Support Administration Program (ALTSA) Approved correction action plan with revised cost allocation pool using standard accounting method adopted January, 2017. No misappropriated funds.
- Annual DSHS ALTSA Medicaid Quality Assurance reviews – 2016 approved performance improvement plan for two assessment items. 2017- in process.

Full monitoring reports will be provided upon request.

B. History of Project Management

Kitsap AAA has a strong track record of implementing and managing a multitude of specialized services, programs, and a network of subcontractors. The CY 2017 total revenue was approximately \$4,022,000. In 2018, it is projected to grow to \$4,142,000- not including these requested funds.

As outlined in the 2016-2019 Kitsap AAA Area Plan, the larger programs are listed below:

- Medicaid Case Management \$2,000,000 revenue; implemented in 2000; serves 950 individuals daily

- Senior Information & Assistance \$ 440,300 revenue; implemented in 1989; serves approximately 450 individuals quarterly
- State Family Caregiver Support \$440,000 revenue, implemented in 2010, serves approximately 120 individuals quarterly
- Statewide Health Insurance Benefits Advisors - \$ 22,000 revenue, implemented in 2010, serves approximately 300 individuals quarterly
- Long Term Care Ombudsman \$ 96,100 revenue, implemented in 2000, serves approximately 20-50 residents monthly
- Senior Employment - \$ 181,000 revenue (includes participant wages and benefits), implemented in 2007, 12 employment positions
- Network of subcontractors provide the following services: personal care services, adult day health, senior nutrition, legal information/assistance, mental health/ substance abuse counseling, and kinship (grandparents) services.
2016 Total subcontracted revenue: \$ 1,500,000.

C. Staffing Capacity

Kitsap AAA was established in 1989. The organization delivers expertise for serving the aging population and their caregivers. In June 2017, AARP ranked Washington State's Long Term Services and Supports #1 nationally due to client choice, exceptional quality, and quantity of available services.

Division Administrator: Stacey Smith, M.Ed., WA State Licensed Mental Health counselor, specialists credential. 25 years' experience in public Medicaid mental health-providing direct service and administrative program management at local non-profit agency (Kitsap Mental Health Services) and at the regional plan (Peninsula Regional Support Network). 2015 PRSN annual budget= \$32 million.

- This position will directly oversee the subcontracted entity providing consultation services.
- This strategy will be subcontracted- no additional staff hired.

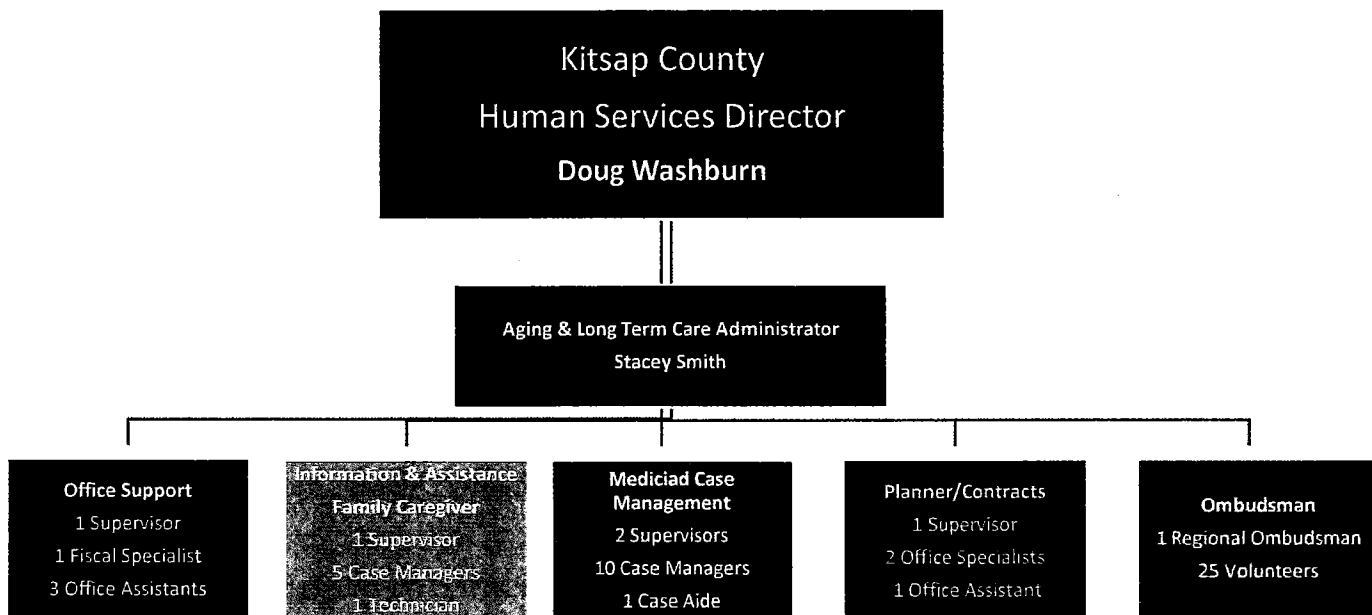
Division Planner: Tawnya Weintraub, MA.Management. 20 years' experience at Kitsap AAA in progressive positions that include: case manager, program supervisor, planning and contracts supervisor. Successful implementation of state programs, contract negotiations, and monitoring of subcontractors.

- This position will oversee the Dementia Café subcontract expansion through the Alzheimer's Association.
- No additional staff will be hired for this strategy.

Aging and Disability Program Supervisor: Jennifer Calvin-Myers, MSW, WA State Licensed Independent Clinical Social Worker. 5 years' experience in social service program management. Exceptionally skilled at coordinating community events, public speaking, and process improvement strategies.

- This position will oversee recruitment and training for the Powerful Tools for Caregivers class facilitator leaders and oversee the workshop implementation.
- Staffing plan includes two existing Kitsap AAA staff and recruitment of two volunteers for Powerful Tools for Caregivers class leader roles.

Division of Aging Organization Chart- Overview



A comprehensive organization chart is included in attachment I.

2. Community Needs and Benefit

A. Needs Assessment

Kitsap County continues to experience significant population growth for the aging population. As illustrated in chart 1, the 2010 census data indicate that the 60+ population is 49,674; representing an increase of 51% from 2000 and 84% from 1990. This data also indicated that the 85+ population is 4,510; representing an increase of 46% from 2000 and 137% from 1990.

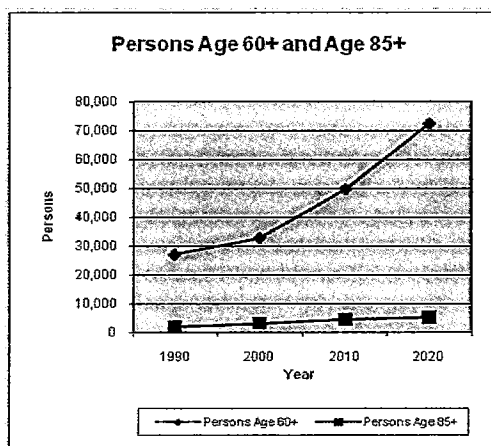


Chart 1- 2010 US Census Data

In 2010, 20% of all people living in Kitsap County comprised of older adults. It is projected in 2020, 25% (1:4) of all County residents will be 60 years or older. This is the fastest growing age demographic in Kitsap. Further, as life expectancy rises, the number of “oldest old” (age 85+) also increases. For this reason, programs and policies directed

to the 60+ population must take into account the needs of *at least two generations of older adults*.

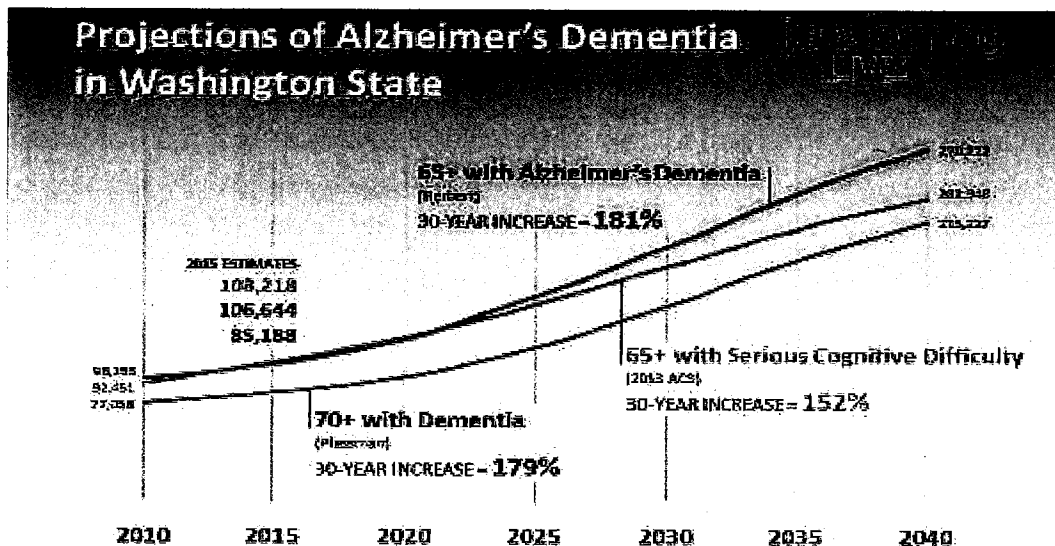
According to a 2015 National Council on Aging survey, a top concern of older Americans second only to maintaining their physical health was their concern about memory loss. In Washington State, an estimated 110,000 individuals have Alzheimer's disease or a related dementia. Americans fear Alzheimer's disease more than any other disease, including cancer (Marist Institute for Public Opinion 2012).

Alzheimer's disease is the sixth leading cause of death in the United States, and the third leading cause of death in Washington State (2016 Washington State Alzheimer's Plan). While death rates for cancer, stroke and heart disease have declined, the death rate for Alzheimer's is on the rise – currently, more than 107,000 people in Washington have Alzheimer's or other dementias, and unfortunately, that number is expected to double in the next 25 years. Community-based social services are ill equipped for this surge and demand for specialized care.

For Kitsap County, Alzheimer's disease is a major concern. The Centers for Disease Control rates Kitsap County Alzheimer's deaths in the "worse" quartile compared to other counties at a rate of 58.6 per 100,000 people.

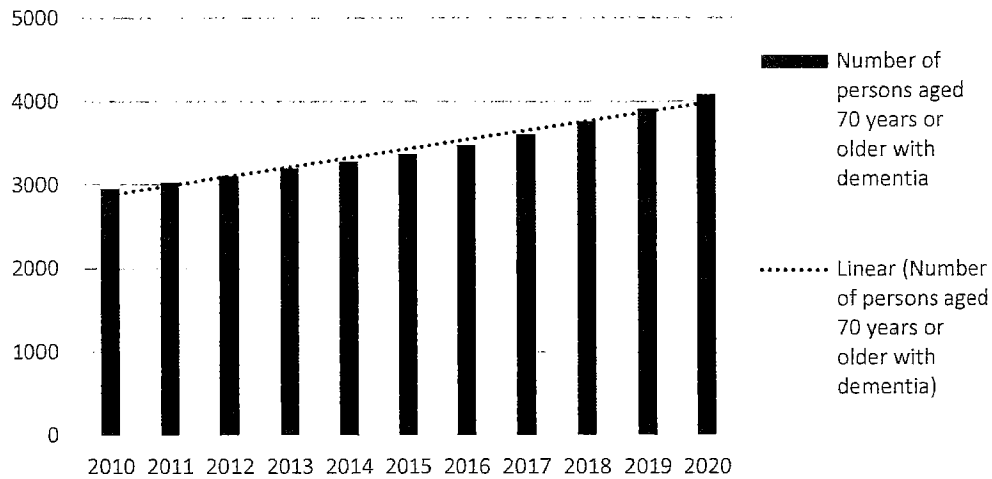
Dementia is being diagnosed earlier than in previous years and individuals are often aware of their dementia diagnosis in the early stages of the disease. Alzheimer's disease is the most common form of dementia, accounting for 60-80% of cases, and vascular dementia is the next most common at around 17% of cases (Plassman, et al. 2007). Other causes include: Lewy body dementia, mixed dementia, Parkinson's disease dementia, frontotemporal dementia and Creutzfeldt-Jakob disease. All of these brain disorders are included in the Diagnostic and Statistical Manual of mental Disorders (DSM-5).

As outlined in the chart below, over the next 30 years it is projected that in Washington State, the total number of people age 65 and older with Alzheimer's and dementia will increase by 181 percent. For those ages 65 and older with serious cognition, the number is likely to increase by 152 percent. While the number of people with dementia who are age 70 years and older, is expected to increase by 179 percent.



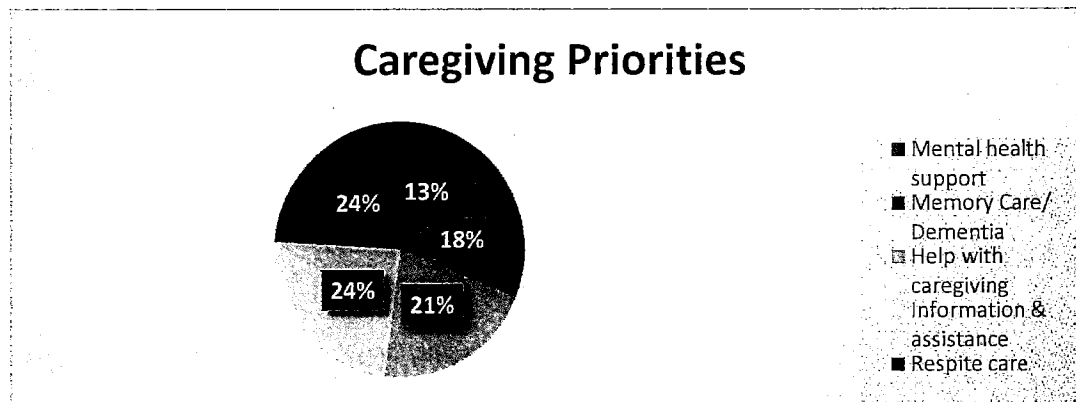
According to Washington State ALISA Community Connections database, dementia in individuals over the age of 70 will rise significantly in the next three years.

Kitsap County: Individuals with Dementia



The needs of someone with an early diagnosis of dementia are much different from one diagnosed later on. As a result, the informal family caregivers support role fluctuates based on need. Currently, it is estimated that family or unpaid caregivers provide 80% of care to the aging population. 7% of the care being provided by caregivers is over the age of 75. Family caregivers spend an average of 34 hours per week on caregiving. Almost half report caring for a spouse; the others assist siblings and other relatives, friends or neighbors, most who are also 75 or older.

As a part of the Kitsap AAA 2016-2019 Area Plan, 2015 survey results from Kitsap County caregivers reported the following top priorities:



Research studies find high rates of depression and anxiety among caregivers and increased vulnerability to health problems. Caregivers frequently cite restriction of personal activities and social life as problems. They often feel they have no control over events, and that feeling of powerlessness has a significant negative impact on caregivers' physical and emotional health. <https://www.powerfultoolsforcaregivers.org/about/>

Innovative service and programs that focus on abilities, strengths, and bringing together individuals with early stage diagnosis are vital. Additional supports for caregivers with dementia-specific challenging behaviors are needed at all stages of the diagnosis.

The proposal is a three prong strategy designed to address these support needs. It will provide individualized services to informal caregivers, healthcare professionals, and the individual who demonstrates challenging behaviors such as aggression, anxiety, confusion, agitation, repetition, suspicion, wandering and trouble sleeping.

- The consultant will provide information to better understand a concerning behavior, discuss strategies, refer to current resources and provide support in order to maintain a placement. This may be to the caregiver, hospital or facility-based staff.

This innovative approach targets a reduction in emergency room use, hospital admissions and length of stays, as well as preservation of formal and informal long-term services and systems.

- Powerful Tools for Caregivers provides concrete information and successful coping strategies-through a structured workshop format, to a caregiver.

This evidence-based workshop format targets early intervention of caregiver burnout, refers to local resources, and preserves natural caregiving “systems”.

- Expanded community-based Memory and Dementia Cafés will provide an informal venue for socialization, peer support, and education to individuals diagnosed with memory loss and their caregivers.

This innovative approach targets prevention and early intervention of caregiver burnout, education regarding brain health, and strategies to delay the disease progression.

In CY 2018, it is anticipated we will serve:

Activity	Projected number served	Comment
Consultant: Individual consultations (out of facility)	10 per month (April- December)	Contingent on referrals
Consultant: Individual consultations (in facility)	10 per month (April- December)	Contingent on referrals
Consultant: Community presentations at conference	2 Conferences per year – Total attendees 250 people per year	
Powerful Tools for Caregivers – 2 workshop series	12 attended per workshop series- 24 total	Contingent on referrals
Memory and Dementia Café	100 per month	Currently attendance is approximately 90 per month (total) from various locations. Adding 1 location increases total to 100 per month.

B. Outreach

It remains a challenge to increase community awareness and distribute useful information to older people and caregivers so they can make informed choices. In the Kitsap AAA 2016-2019 Area Plan, the survey responses for information was the Internet, followed by friends or neighbors. Publications, such as AARP, Senior or community centers, newspapers and Kitsap AAA Senior Information and Assistance, and family were the next top sources of information.

Kitsap AAA will development an Outreach Plan that includes:

- Utilizing in-house Senior Information & Assistance referrals;
- Utilizing in-house Family Caregiver Support Program referrals;
- Partnering through Long Term Care Alliance monthly meetings: 1 presentation of new project/ resources to the group in CY 2018– to generate program referrals;
- Expanding the promotion of Dementia Cafés through the Alzheimer’s Association; Presentation to Kitsap Ombudsman -referrals to preserve facility-based placements;
- Presentations to local ancillary partners- such as hospital and emergency room staff, Project Connect, Kitsap Mental Health Services Older Adult Outpatient and Crisis Response Teams, and quarterly network provider meetings;
- Post information on Kitsap County Human Services Department and AAA websites;
- Publicize through Kitsap County social media platforms;
- Publicize through Kitsap County “Inside Report”- video presentation highlighting specific services and programs;
- Announce at annual Fall Family Caregiver and Older Americans Conferences;
- Expand on existing Alzheimer’s Association written information with local program and resource information; and
- Add to existing Kitsap AAA general informational brochure and community PowerPoint presentation.

Kitsap AAA made a major commitment to increase visibility and expand services through the Senior Information & Assistance Program (I&A) over the last 16 years. To help facilitate seamless service delivery, a client management and resource directory information system was created. The system is a platform to create seamless linkages between clients needing information and the services available. Kitsap AAA provides information, screening for program eligibility, service referral, assistance, and advocacy. The Senior I&A program is also responsible for taking a lead role in coordinating public education efforts and maintaining a directory of community resources.

C. Link Between Community Needs and Strategic Plan

Local funding will be used to create “dementia-friendly” treatment strategies that do not currently exist in Kitsap. Medicaid and Medicaid mental health benefits do not cover the types of home-based consultation and workshop approaches outlined in this proposal.

This proposal supports the following 2017 Kitsap County behavioral health goals:

- Improve the health status and wellbeing of Kitsap County residents.
- Reduce the number of people in Kitsap County who use costly interventions including hospitals, emergency rooms, and crisis services.

People with dementia have more potentially avoidable hospitalizations due to complications of diabetes and hypertension – conditions that could be prevented through active care management. (Alzheimer's Association, 2015) and links to social services.

Dementia presents distinct challenges for long-term supports and services systems (LTSS) because of “its high prevalence, progressive nature, effects on behavior and ability to self-manage care due to impaired cognitive and decision-making capabilities, frequency of care transitions, risk of elder abuse, high rate of comorbid health conditions, heavy reliance and resulting health impacts on caregivers, and higher costs associated with LTSS compared to other chronic conditions in late life” (2016 Washington State Alzheimer’s Plan, Shih, et al, 2014).

Washington State currently has limited policy language on Alzheimer’s disease in legislation, relating to required training on dementia for adult family homes and assisted living facilities. Washington Administrative Code (WAC) addresses requirements for assisted living facilities to obtain specific information for a resident who has symptoms consistent with dementia including resident’s significant life experiences, resident’s patterns of behavior, and requirements related to restricted egress. The consultant will provide education to facility staff regarding the disease progression, and offer solutions to accompanying challenging behaviors, that may place a resident’s placement at risk.

The 2016 Washington State Alzheimer’s Plan includes a quote from Governor Jay Inslee “While there is still no known way to prevent or cure Alzheimer’s, even though local researchers in our world-class bioresearch sector may be getting close to new effective treatments, our state plan proposes common sense steps that we can take to promote brain health; address legal, financial and care planning; improve the quality of life for those living with dementia; ease the strain on family caregivers and reduce associated costs in the future.”

This proposal shares similar strategies outlined in the 2016 Washington Alzheimer’s Plan to target prevention, early intervention, and recovery support strategies. The prevention and early intervention strategies include supporting a shared plan, training all systems on community resources, and providing behavioral health education to key individuals (formal and informal) working with the aging population. The recovery support strategies include assessing and identifying the mental health service needs of Kitsap’s aging population.

Goal 2, 2016 Washington State Alzheimer’s Plan: Prepare Communities for Significant Growth in the Dementia Population by:

- Including Alzheimer's, dementia and healthy aging in state and *local* government plans;
- Infusing age-friendly and dementia-friendly concepts into local communities;
- Promoting healthy aging and brain health.

Goal 4, 2016 Washington State Alzheimer's Plan: Ensure Access to Comprehensive Supports For Family Caregivers by:

- Providing guidance and support for dementia caregivers in navigating service systems.
- Increasing availability of, and access to, education and support services.
 - Increase availability of evidence-based programs for people with dementia and their family caregivers, e.g. early stage memory loss groups and Powerful Tools for Caregiving, and expand supportive services.
 - Increase availability and delivery systems of education for family members about dementia communications skills, understanding and responding to non-verbal cues and behaviors, and home care activities such as assuring home safety, managing medications, using effective approaches for personal care, addressing hearing loss and other sensory deficits, and incorporating physical and meaningful activity into the day.
- Increasing availability of, and referral to, support groups for caregivers.
 - Explore strategies to expand support groups, particularly in rural areas.
 - Expand and promote implementation of early stage memory loss groups for people with cognitive impairment/dementia and their care partners.
- Reaching individuals and family members early in the disease process through collaborative models of social engagement.
- Increasing the number of culturally and linguistically-diverse caregivers who participate in education and support programs.
- Developing supports for family caregivers who are employed, caring for people with developmental disabilities and dementia, and those living with early onset Dementia.

Mostly, caregivers need a “roadmap” – what to expect as the disease progresses. Each family’s situation is unique, and the supports a family caregiver will need vary depending upon the family’s situation. There is a need for help understanding what basic services and supports are available, options to help families before they reach the end of their rope, and caregiver supports available across the state.

Support groups are vital to a caregiver’s ability to continue to provide care. Family members credit support groups with helping them learn how to better address support needs and learn about behavioral interventions. Family members also benefit from improved mental and emotional health.

Every part of our community is touched by neurocognitive memory loss and other dementias. The impact is already being felt on individuals and families who bear the greatest emotional and financial responsibility, on businesses through lost productivity of family caregivers, and on local communities and the State that incur significant costs for care and services.

3. Project Description

A. Project Design

The proposal is a three pronged approach to providing connected (leveraging existing resources) and impactful new services and resources throughout Kitsap County.

First Strategy

Add a consultant service through a professional service subcontract to provide 1:1 home-based consultation and educational services to informal and formal support (caregivers, facility staff, systems, etc.) in dealing with challenging behaviors related to neurocognitive disorders. This subcontracted position is available to individuals (regardless of their funding resources) with challenging behaviors associated with a neurocognitive disorder and their caregivers, as well as skilled nursing home and assisted living staff for enhanced training.

The consultant will provide information to better understand concerning behavior(s), discuss strategies, refer to current resources and provide support in order to maintain a placement. The consultant would provide individualized consultation, training to facility staff, co-facilitate community educational workshops, connect families to existing community resources (collective impact), as well as provide expertise to existing ancillary agencies through a collective impact model.

This innovative approach targets maintaining current placement, increasing connections to existing community resources, decreasing emergency room use, decreasing hospital admissions and length of stays, as well as preserves formal and informal long-term services and systems.

Second Strategy

Start-up and implementation of Powerful Tools for Caregivers evidence-based workshops. Powerful Tools for Caregivers provides concrete information and evidence-based strategies to a caregiver to successfully navigate their journey.

This evidenced-based format targets prevention of and early interventions of for caregiver depression and burn out, refers to local resources, and preserves natural caregiving “systems.”

Third Strategy

Expansion of community-based Memory and Dementia Cafés provides an informal venue for socialization, peer support, and education to individuals diagnosed with memory loss and their caregivers.

This innovative approach targets prevention of and early intervention for caregiver burnout, education regarding brain health, increased socialization and support, and strategies to delay the disease progression.

Timeline: Service Implementation

Services provided	Location of services provided	Projected Number Served	Implementation Date
Consultant: Outreach and education about new program	Countywide- various community and agency meetings	NA	February 2018
Consultant: Caregiver Consultations, upon request	Countywide- individual homes, social service agencies	10 per month	April 1, 2018
Consultant: Facility Consultation, upon request	Countywide- 10 skilled nursing homes, 23 assisted livings, and 56 adult family group homes	10 per month	April 1, 2018
Consultant: Community Education presentations	Older Americans Conference Family Caregiver Conference	2 per year	May 2018 November 2018
Powerful Tools: Recruit Class Leaders	Kitsap AAA- 2 existing staff, 2 new community volunteers	NA	February 2018
Powerful Tools: Class Leader Training	Statewide training	NA	April 2018
Powerful Tools: 2 Community Workshops	TBD	24 per 1 st year	October 2018
Memory and Dementia Café: Expanded support to existing support groups	Support Groups established throughout County	100 per month	January 2018
Memory and Dementia Café: Add one additional location	Port Orchard	10-12 per month	May 2018

B. Evaluation – reference Attachment D SMART worksheet

Data will be collected, measured and analyzed with each strategy. Please reference Attachment D for a description on project goals, activities, and measurable objectives.

Kitsap AAA will continue to utilize a community-based satisfaction survey, such as the one associated with the 2016-2019 Area Plan, to guide planning.

C. EBP or Promising Practices

The proposal is a three-pronged approach are recognized at varying degrees of efficacy to evidence –based/ promising practices/ innovative practice. Of note, according to the Administration of Community Living, people with Alzheimer’s or other dementias have been explicitly excluded from some studies of non-pharmacological treatments and care practices intended for older people in general. More than half of the articles about

research that explicitly excluded people with cognitive impairment and dementia gave no reason for the exclusion.

Evidence-based:

- Powerful Tools for Caregivers is recognized as an evidence-based workshop. In 2012 the Powerful Tools for Caregivers program was deemed to have met the highest-level criteria of evidence-based disease prevention and health promotion programs by the Administration for Community Living/Administration on Aging.

Powerful Tools for Caregivers (PTC) and all materials were developed over 3 years of pilot testing, refinement and evaluative research to assess the program's effectiveness. Initiated through grant funding, the program has been offered since 1998. Currently, nearly 4,000 Class Leaders have been trained in 40 states.

PTC is based on the highly successful Chronic Disease Self-Management Program developed by Dr. Kate Lorig and her colleagues at Stanford University. Powerful Tools for Caregivers is a national program sustained by extensive collaborations with community-based organizations. (<https://www.powerfultoolsforcaregivers.org/about/> and https://www.ncoa.org/wp-content/uploads/Title-IIID-Highest-Tier-Evidence_Feb.-2017-1.pdf (page 18))

In the six weekly classes, caregivers develop a wealth of self-care tools to: reduce personal stress; change negative self-talk; communicate their needs to family members and healthcare or service providers; communicate more effectively in challenging situations; recognize the messages in their emotions, deal with difficult feelings; and make tough caregiving decisions. Class participants also receive a copy of *The Caregiver Helpbook* developed specifically for the class.

The 6-week PTC class has been shown to have a positive impact on caregiver health for a diverse group of caregivers including rural, ethnic minorities, adult children of aging parents, well-spouses/partners, caregivers at differing stages in their caregiving role, living situations, financial and educational backgrounds.

Innovative Practices:

- Consultant for challenging behavioral associated with a neurocognitive Disorder, such as dementia, is an innovative idea. This strategy was launched from a historical local (Kitsap) Medicaid consultation service provided to nursing homes by a specialized mental health team to address challenging and complex behavioral health cases. The nursing homes found this to be a successful and tremendously impactful service in maintaining placements for difficult to serve and complex needs individuals. Due to funding constraints, this consultation service only marginally exists today for nursing homes able to contract for the service.

This proposed consultant strategy builds off the previous project successes and expands the vital service to all individuals in Kitsap, regardless of funding sources, in-home or facility-based care, with the focus to maintain current placement.

The New York University Caregiver Intervention (NYUCI) is a similar evidence-based approach intended to increase caregivers' emotional and physical well-being and ability

to provide care at home to avoid or postpone nursing home placement. Counseling is provided in the person's home or another community setting. The caregiver is encouraged to join a support group.

- Memory or Dementia Café is an innovative grassroots practice that provides “a social gathering for people with memory loss and their care companions to meet in a safe, supportive environment. Guests can share conversation over a cup of coffee in a relaxed atmosphere that sometimes includes music or art. Cafés are hosted at a variety of locations including community centers, museums, libraries and restaurants/café .” (<https://alzheimersspeaks.com/memory-cafes>)

Kitsap AAA uses T-Care ® to assess individuals for the Family Caregiver program. T-Care ® is an evidence-based practice tool. https://www.ncoa.org/wp-content/uploads/Title-IIIID-Highest-Tier-Evidence_Feb.-2017-1.pdf (page 24)

D. Community Collaboration, Integration and Collective Impact

Kitsap AAA has *strong* partnerships and local community connections with local networking groups, cross-system referral sources, subcontractors, and local providers. Kitsap AAA has been at the heart of community partnerships since the early 1980's.

- Some examples are: Kitsap Information & Referral Network, Kitsap Mesa Redonda, Provider Breakfast, Long Term Care Alliance, Continuum of Care Coalition, Vulnerable Adult Task Force, Tribal Social Services and other networking and community collaborations.
- The Long Term Care Alliance was established as a result of the AAA leading discussions and promoting community collaboration amongst long term care providers.

Most recently, exciting new partnerships have been spurred by the Aging Advisory Council. Council members have taken an active role in bridging non-traditional partners with Kitsap AAA.

- Some examples include: faith communities, military and veterans services, senior centers, guardians, disability providers, service clubs, and other advocacy groups.
- The quarterly call volume has increased three-fold since the Aging Advisory Council began targeted outreach efforts.

The proposal will develop additional resources, as well as leverage and expand on existing resources.

- Kitsap AAA will use two existing staff members to be trained in the Powerful Tools for Caregivers model. These positions are supported using Older Americans Act federal funding at the AAA.
- Kitsap AAA is a member of The Long Term Care Alliance, a 501-3c, which operates as a coalition of long term care facilities and providers. Members meet monthly for information sharing and planning the annual Older Americans Conference.

In their letter of commitment, “the Alliance” offers dedicated time at the monthly meeting to report on the proposal strategies, a seat on the conference