

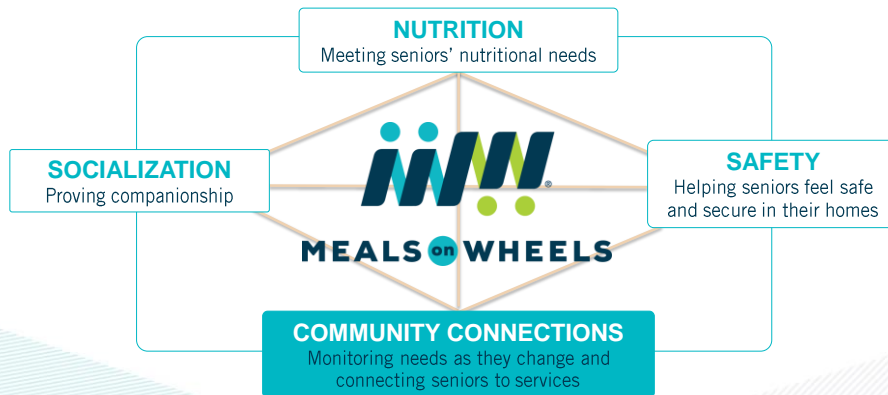


Scaling What Works – Learnings from More Than A Meal Research

SPEAKERS

1. Andrea Morris, Principal Investigator, West Health Institute
2. Patrick Zondler, Project Director, Meals on Wheels San Diego County
3. Shon Gress, Executive Director, Guernsey County Senior Citizens Center, Inc.

AN INTEGRATED APPROACH



Scaling What Works – Learnings from More Than A Meal Research



Andrea Morris, PhD, MPH

Principal Investigator

West Health Institute

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WEST HEALTH: HELPING SENIORS AGE SUCCESSFULLY




Applied medical research




Policy research and advocacy




Outcomes-based philanthropy

MEALS  AMERICA
2018 MEALS ON WHEELS ANNUAL CONFERENCE & EXPO

SUPPORTIVE APPLIED MEDICAL RESEARCH

Advancing senior appropriate acute care models



Advancing senior-appropriate chronic care models



Advancing long-term services & supports delivery models



PORTFOLIO			
<p>Models of Excellence</p> <ul style="list-style-type: none"> Gary and Mary West Emergency Department at UC San Diego Health Gary and Mary West Senior Dental Center 	<p>Applied Research</p> <ul style="list-style-type: none"> UCSD Acute Care at Home Geisinger Mobile Health Transport Plus Mt. Sinai IHI Learning Collaborative Call 9 and Dispatch GEDC data analysis & registry UCSD SECU Phase 3 Telehealth in assisted living facility Integrated Oral & Healthcare 	<p>Models of Excellence</p> <ul style="list-style-type: none"> Gary and Mary West PACE 	<p>Applied Research</p> <ul style="list-style-type: none"> Home-based Primary Care Registry Caregivers' support Community-based Palliative Care Northwell Home-based Primary Care Independence at Home savings model PACE 2.0 Blue Shield ROI analysis
<p>Models of Excellence</p> <ul style="list-style-type: none"> Gary and Mary West Senior Wellness Center 	<p>Applied Research</p> <ul style="list-style-type: none"> More than a Meal 3 UC Irvine 360 Caregiving Scaling What Works 		

Partnering with world-class organizations



















MEALS  AMERICA
2018 MEALS ON WHEELS ANNUAL CONFERENCE & EXPO

PROJECT COLLABORATORS



West Health Institute Project Team

Andrea Morris
Brenda Schmitthenner

Brown University Project Team

Kali Thomas
David Dosa
Emily Gadbois
Renee Shield

Meals on Wheels America Project Team

Uche Akobundu
Celia Barker

SO MUCH MORE THAN A MEAL



- Meals on Wheels home-delivered meal programs serve our nation's most vulnerable seniors
- Meals on Wheels delivers 'more than a meal'
- Opportunity to leverage routine interactions to identify and address unmet needs for at-risk seniors

STUDY DESIGN

TWO-YEAR STUDY: MARCH 2016 - 2018

Phase 1

- Assessed interactions between drivers and clients and gauged potential for standardization of safety and wellness check

Phase 2

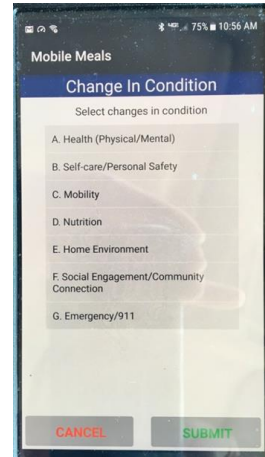
- Piloted a technology-enabled wellness check and care coordination model for reporting and responding to unmet needs

PILOT SITES

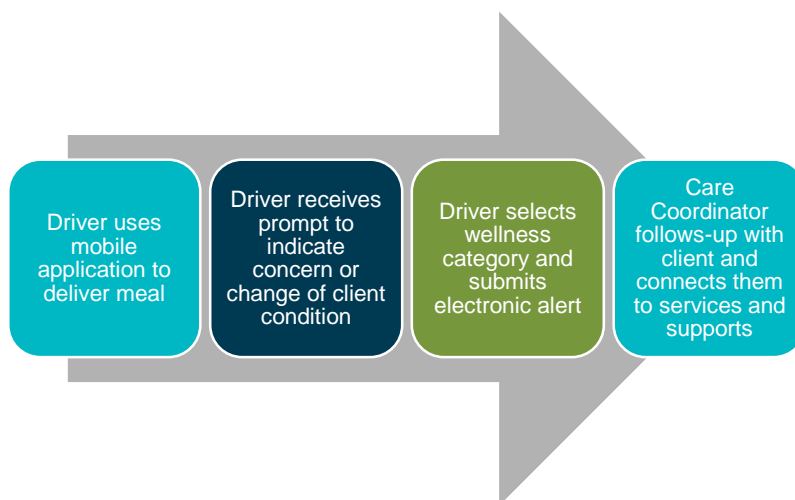
- Site 1: Meals on Wheels San Diego County, CA
 - Program with 3,000+ volunteer drivers delivering meals to 3,000+ clients across urban, suburban, and rural areas in one county
- Site 2: Meals on Wheels Guernsey County, OH
 - Program with 18+ paid drivers delivering meals to 600+ clients across several rural counties

PRE-IMPLEMENTATION

- Developed wellness indicator categories, client 'change of condition' monitoring, and care navigation support protocol
- Adapted technology-enabled wellness tool established by MOW Greater Pittsburgh
- Hired key project staff
- Selected test routes and identified drivers
- Trained drivers and staff on tools and protocols



PROACTIVE APPROACH TO IDENTIFY AND ADDRESS NEEDS



IMPLEMENTATION

Protocol implemented across 21 routes, 53 drivers, and 867 clients

- **Site 1: MOW SD**
 - Testing began early April 2017
 - Expanded to 5 routes, 35 drivers, 220 clients
- **Site 2: MOW GC**
 - Testing began late August 2017
 - Expanded to 16 routes, 18 drivers, 647 clients

RESULTS

ANALYTIC SAMPLE

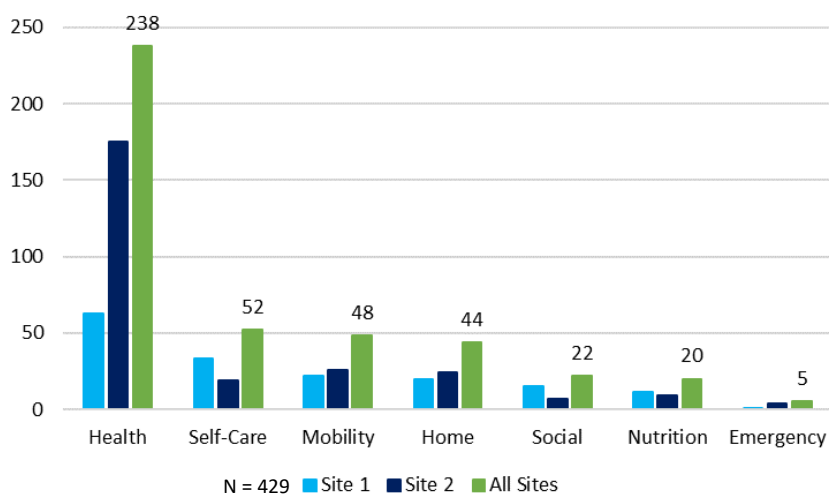
- **Final analytic sample included 189 clients with at least one wellness alert during study period**
 - Site 1: N = 47; Site 2: N = 142
- **Wellness alert comprised of 1 – 6 wellness categories (alert types)**
 - Emergency/911 for tracking purposes only
- **Sample characteristics of clients with alerts**
 - Average age 78 years old, most were female (70.4%), and a majority lived alone (58.7%)

KEY FINDINGS

WELLNESS ALERTS

- **360 wellness alerts were submitted for 189 clients**
 - Site 1: 118 alerts submitted for 47 clients
 - Site 2: 242 alerts submitted for 142 clients
- **A majority of alerts were submitted for a single wellness category (alert type)**
- **Average number of alerts per client ~2**
 - ~40% had 2 or more alerts across study period

ALERTS BY WELLNESS CATEGORY

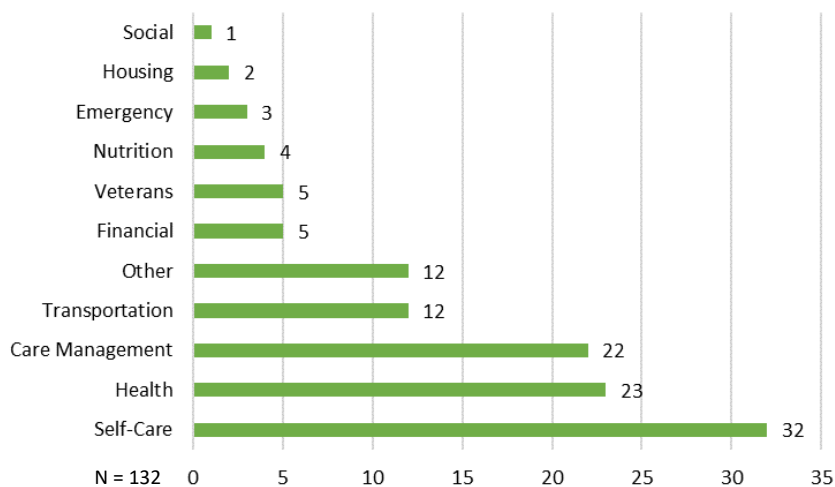


KEY FINDINGS

REFERRALS

- **132 referrals were initiated across health and community service categories**
 - Site 1: n = 71 referrals
 - Site 2: n = 61 referrals
- **Average number of referrals per client ~1**
 - ~ 14% of clients had 2 or more referrals
- **No referral was needed for 193 wellness alerts**

REFERRALS BY SERVICE CATEGORY



KEY FINDINGS

FOCUS GROUPS

- **Focus groups were conducted after two months of implementation to gauge drivers' satisfaction and experience with training and the tool**
 - Feedback at Site 1 was used to modify training approach and materials prior to Site 1 expansion and Site 2 replication
- **Drivers found the application easy to use and valued the wellness checks as an “important contribution” to their meal delivery**

MEALS ON WHEELS IS HELPING SENIORS AGE IN PLACE

- Demonstrated feasibility of leveraging drivers to conduct electronic wellness checks
- Used proactive approach to help at-risk seniors remain in their homes
- Opportunity to demonstrate value to healthcare payers and providers



Scaling What Works – Learnings from the More Than a Meal Body of Research

PATRICK ZONDLER, Project Director
WILLY GLORIA, Metro Service Manager
ESTEBAN OJEDA, Volunteer Manager

Meals on Wheels San Diego County

HOW DO YOU CLIMB A MOUNTAIN?

One well placed step at a time!



5 Routes during the study; 17 currently; 111 goal

- Build your team
 - Do you have the right people in leadership?
 - Work to everyone's strengths
- Have a plan
 - Be agile enough to make changes along the way
 - Learn from the missteps
- Overcome the rock slides
 - Listen, stay positive and motivate
- Communicate, Communicate, Communicate!

MEET MEALS ON WHEELS SAN DIEGO COUNTY

A VOLUNTEER DRIVEN PROGRAM

By the numbers

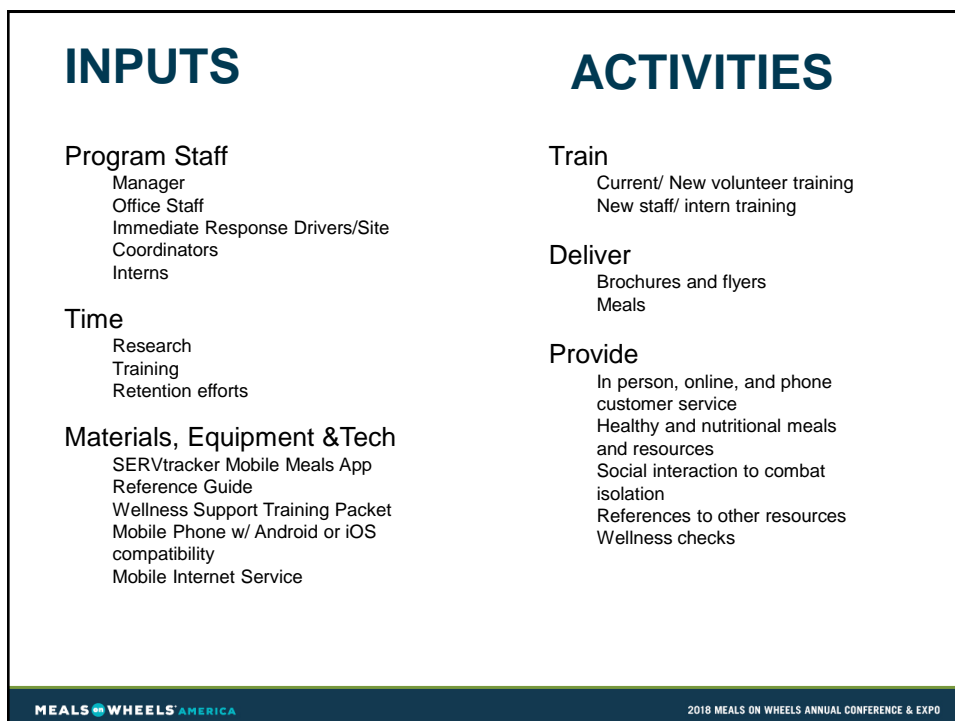
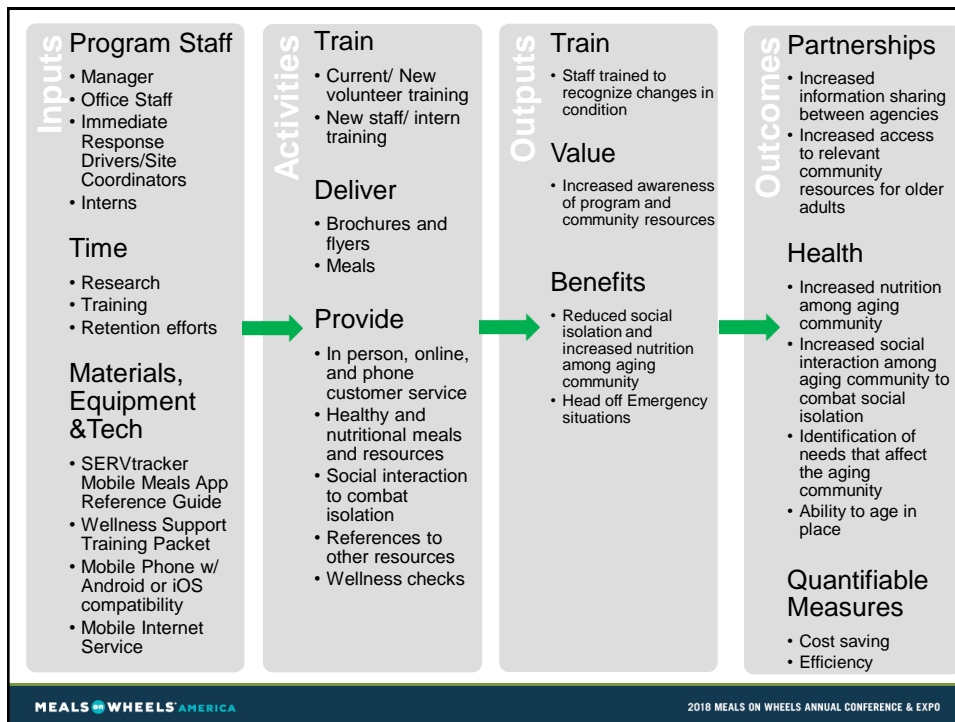
- 58 years of delivering service to seniors
- Over 3,200 seniors served Home Delivered Meals per year
- Over 3,200 volunteers delivering meals per year saving over \$2.8M in expenses
- 111 Routes covering entire county-over 4500 sq. miles
 - Urban-Suburban-Rural
- 42 full time employees; 32 part time employees

METRO SERVICE CENTER

Logic Model

EXTERNAL FACTORS:

- DIGITAL DIVIDE
 - Technology literacy
 - Device ownership
 - Apprehensiveness towards change
- ASSUMPTIONS:
 - Volunteers will push back
 - Some staff will push back
 - Technology is a limitation
 - Loss of volunteers



OUTPUTS

Train

Staff trained to recognize changes in condition

Value

Increased awareness of program and community resources

Benefits

Reduced social isolation and increased nutrition among aging community
Head off Emergency situations

OUTCOMES

Partnerships

Increased information sharing between agencies
Increased access to relevant community resources for older adults

Health

Increased nutrition among aging community
Increased social interaction among aging community to combat social isolation
Identification of needs that affect the aging community
Ability to age in place

Quantifiable Measures

Cost saving
Efficiency

VOLUNTEER MOBILE ROLLOUT

Phase 1 Prior to Launch

Data collection from volunteers using emailed surveys to understand volunteer pool technology capabilities and attitudes towards change

Identification of volunteers on routes that would help champion the mobile rollout

Create training packet and materials with step by step instructions about the new mobile application

Inform volunteers on perspective mobile routes of change of procedure by utilization of mobile application

- Phone call & email 2 weeks prior to implementation

Phase 2 Launch Date

Assigned office personnel to meet volunteers at drop site with training materials

Ensure access to mobile application

Mini-training and demonstration at the drop site

Address concerns and apprehension regarding change

Maintain volunteer retention

- Daily follow up phone calls to volunteers using mobile application to gain feedback about the mobile app and address any questions they may have

Phase 3 Post Launch

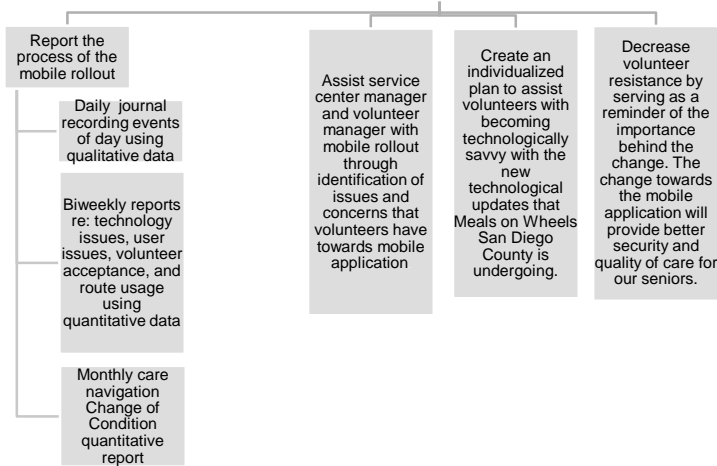
Continue best practices of phases 1 and 2

Development and distribution of new volunteer training includes mobile app, delivering meals, and change of condition presentation

CARE NAVIGATOR ROLE

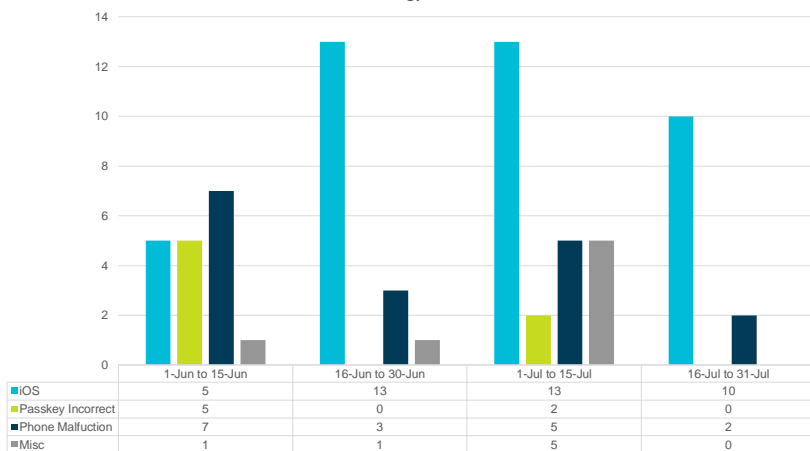
Primary role:

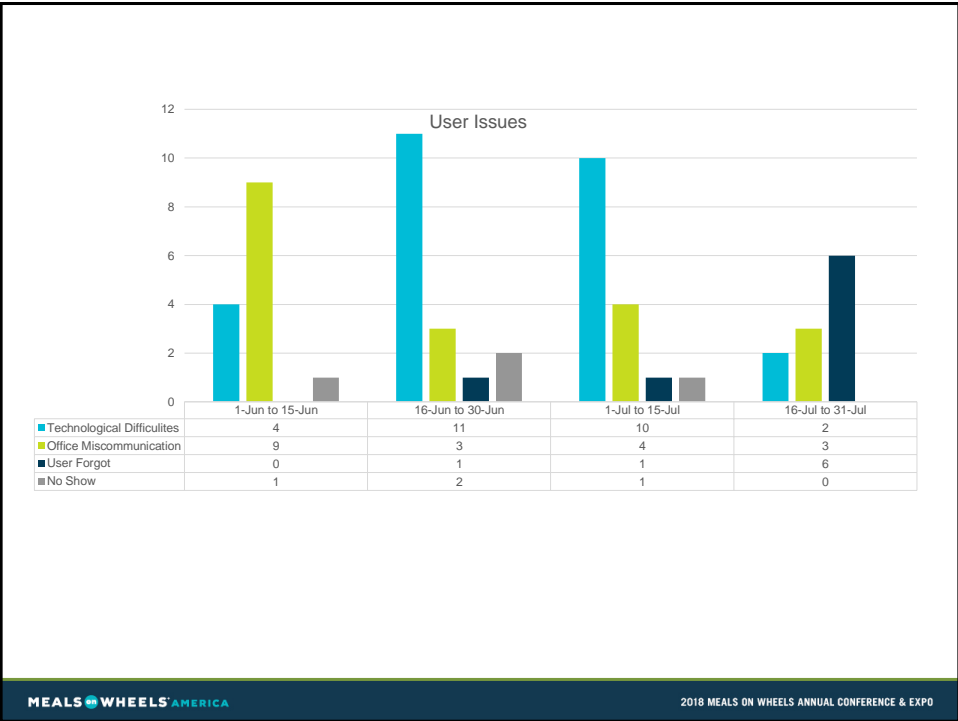
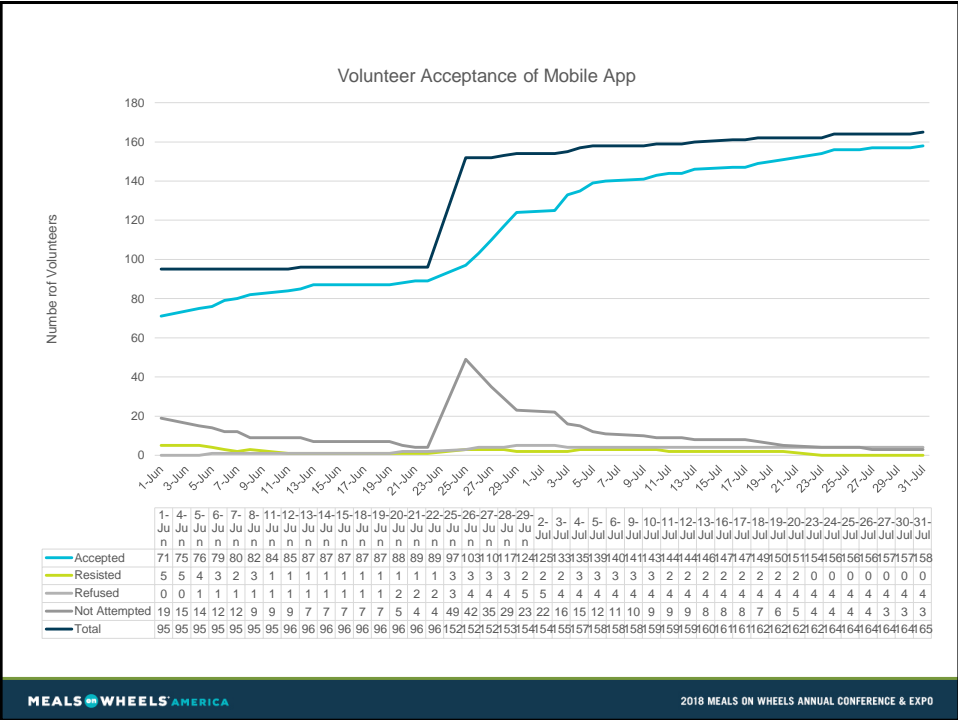
Interact with seniors, volunteers, and service center staff to assess seniors' needs that are reported through the mobile app. The main function is to assist clients in navigating the care system to provide them with the best quality of care to stay independent and live with safety and dignity.



QUANTITATIVE MEASURES

Technology Issues





HANDOUTS AND INFORMATION

Volunteer Survey through Survey Monkey
Wellness Support Volunteer Training Packet
Downloading and using Mobile Application Instructions
Cheat Sheet
Mobile Meals Walk Through
Mobile Meals Location Services (IOS Changes)

Scaling What Works – Learnings from More Than a Meal Research



MEALS  WHEELS
GUERNSEY COUNTY
TOGETHER, WE CAN DELIVER.



Shon E. Gress, MSHCS, BSC
Certified Administrator of Aging Services
Executive Director/CEO
Meals on Wheels Guernsey County
Guernsey County Senior Citizens Center, Inc.
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Who is Meals on Wheels Guernsey County? A Little Bit About Us...

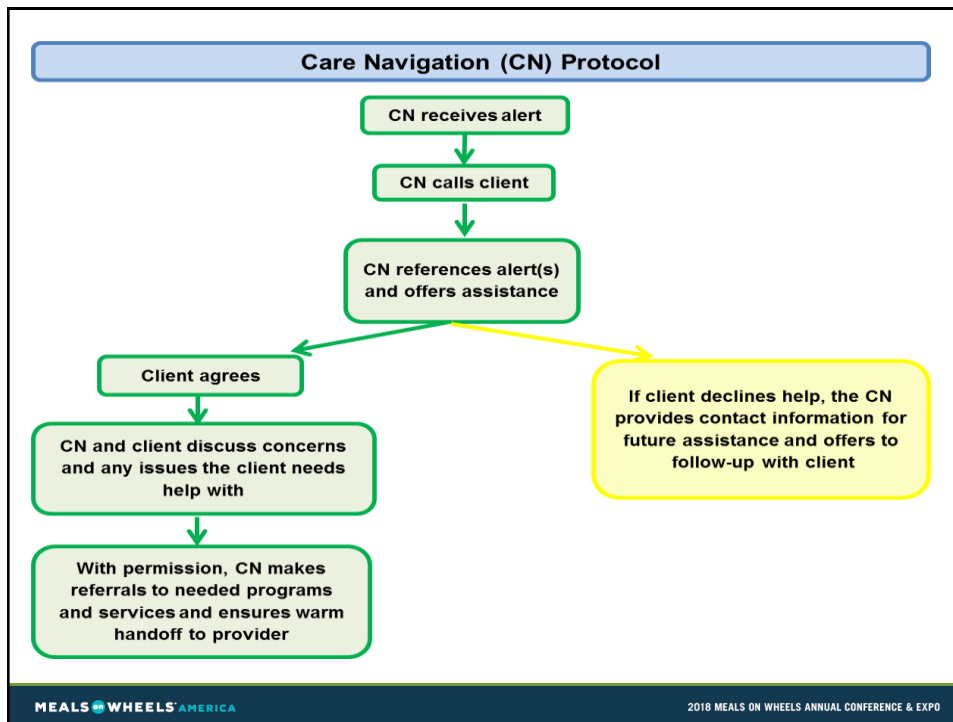


- Founded in 1972—501 C 3 Private Non-Profit
- Multi-Senior Services provider—Home Delivered & Congregate Meals, 6 Satellite Sites, Homemaking-Home Health, Transportation, Wellness, Social, Educational, Recreational, Cultural Enrichment Activities, Legal Assistance
- Funded by Senior Services Tax Levy, Meals on Wheels Tax Levy, Title III, Medicaid Waiver-PASSPORT, United Way, Care Coordination

A Little Bit More About Us...



- Meals As You Mend Program (Transitional Care Meals—Collaborative with Ohio Department of Aging-Southeastern Med Hospital)
- Pets Enjoy Treats (PET Program)
- Senior Supplemental Food Commodities
- More Than A Meal Phase II & III—National Research Projects



MTAM III – Journey & Lessons Learned

Readiness and organizational culture is important (early inclusion and good communication throughout the process).

Hired a Full-Time Care Navigator (In-House Assessor)

Acquired Tablets & ServTracker – Mobile Meal Delivery & Change of Condition Technology

- Included 23 Tablets (16-18 Routes + 5 Satellite Sites)
- We opted to incorporate all delivery routes
- Drivers were phased-in and went live within 5-7 days

Because we were transitioning from a manual paper-based system to a technology-based one, our delivery drivers' receptiveness to technology was an initial concern.

MTAM III – Journey & Lessons Learned

We included home delivered meal delivery drivers in our on-site ServTracker Training (Hands-on demo with tablets cured our apprehensions and their concerns).

Less challenges and apprehensions than anticipated:

(Receptiveness to technology was overwhelmingly positive)

- Drivers were very engaged and eager to use the system
- Full buy-in and support at the driver level

Advantage: Accessible Solutions/ServTracker was able to better answer questions our administration wouldn't have been able to answer this early in the pre-launch process.

MTAM III – Journey & Lessons Learned



Having a knowledgeable ServTracker Representative on-site to conduct our initial training was a key to the overall understanding and acceptance of how the system worked; this translates to much less paperwork on the driver's part.

Staff was respectful and receptive.

This could be different for volunteer driver programs. Generational and staffing structures may differ and vary.

MTAM III—Journey & Lessons Learned



Tablet Challenges: Computer Usage/Hand Held Technology Policies and Acknowledgements (tablets while driving, privacy on tablets/personal use, etc.)

- Policies
- Type of Cases (Heavy Duty), Seasonal Accidents
- Centralized Tablet Location
- Recharging Dock
- Tablet Sign-out & Sign-In
- Tablet Insurance
- Premiere/Group Purchasing Consortium Agreements – Pricing Equipment/Discounts

Tool Box was very helpful – we're in the process of customizing it more for our program.

MTAM III – Journey & Lessons Learned

Nutrition Department Supervisors were encouraged to help bring staff along, lead drivers into the program and foster support.

- Accurate record keeping, easy to do, value to client and program
- Incentive for 100% Accuracy: Pizza Party
- Staff embraces & is accustomed to change
- Technological savviness is key; may need to work one-on-one with those who struggle
- Able to significantly reduce billing paperwork by well over 80%

Keeping delivery personnel updated and sharing Wellness Alert reports helps to keep them actively engaged and alerting.



MEALS on WHEELS
GUERNSEY COUNTY
TOGETHER, WE CAN DELIVER.

Wellness Alert Cheat Sheet:

Wellness Indicators and Examples of Corresponding Observations

Health (Physical/Mental)	Self-Care/ Personal Safety	Mobility	Nutrition	Home Environment	Social Engagement/ Community Connection	Emergency
Unusual breathing	Smells badly	New limp	Visible weight loss or gain	Home look unsafe	Reported loss of friend, family or pet	Call 911
New bruises	Disheveled appearance	Takes longer than usual to answer door	Loss of appetite	Dirtier and/or more cluttered than usual	Loss or change in support from caregiver, family or social network	Call the office
Apparent change in mood or behavior	Suspected signs of neglect or abuse	Unsteady on Feet	Concerns about fluid Intake	Difficulty managing home Maintenance		<i>*Use of this emergency alert is for tracking purposes only</i>
Confusion		Less mobile than usual	Uneaten meals	Heating/cooling problem	Change in participation in usual social or religious activities	
Swelling			Ill-fitting or lost dentures	Unsafe electrical, carpet, or other walking surfaces		
Muscle weakness			New dental problem			
Fatigue						
Facial droop						
Change in skin color						
New communication problem						

Wellness Alert Cheat Sheet:

Wellness Indicators and Examples of Corresponding Observations

Physical Health	Mental Health	Self-Care/ Personal Safety	Mobility	Nutrition	Home Environment	Social Engagement/ Community Connection	Emergency
Unusual breathing	Confusion	Smells badly	New limp	Visible weight loss or gain	Home looks unsafe	Reported loss of friend, family or pet	Call 911
New bruises	New Communication problem	Disheveled appearance	Takes longer than usual to answer door	Loss of appetite	Dirtier and/or more cluttered than usual	Loss or change in support from caregiver, family or social network	Call the office
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Fatigue				Ill-fitting or lost dentures	Unsafe electrical, carpet, or other walking surfaces		
Facial droop				New dental problem			
Change in skin color							

SERVTracker Screen Shots: Access to Information and Data

The screenshot displays the SERVTracker web application interface. At the top, there is a navigation bar with the 'MEALS WHEELS AMERICA' logo on the left and '2018 MEALS ON WHEELS ANNUAL CONFERENCE & EXPO' on the right. The main content area is divided into two sections. On the left, there is a table titled 'Routes' with columns for 'Route' and 'Issue'. The table lists routes #1 through #16, with issues ranging from 0 to 2. On the right, there is a detailed view of a specific route, showing fields for 'Site Address', 'Phone', 'Special Instruction', 'No service reason', and 'Comments'. The 'Special Instruction' field is highlighted with a red box and labeled 'Resolved Indicator'. A large white arrow points from the 'Resolved Indicator' label to the 'Special Instruction' field, with the text 'Information given from the driver in Real Time' written below it. The bottom of the screen shows a Windows taskbar with various application icons and a system clock indicating 10:58 AM on 7/16/2018.

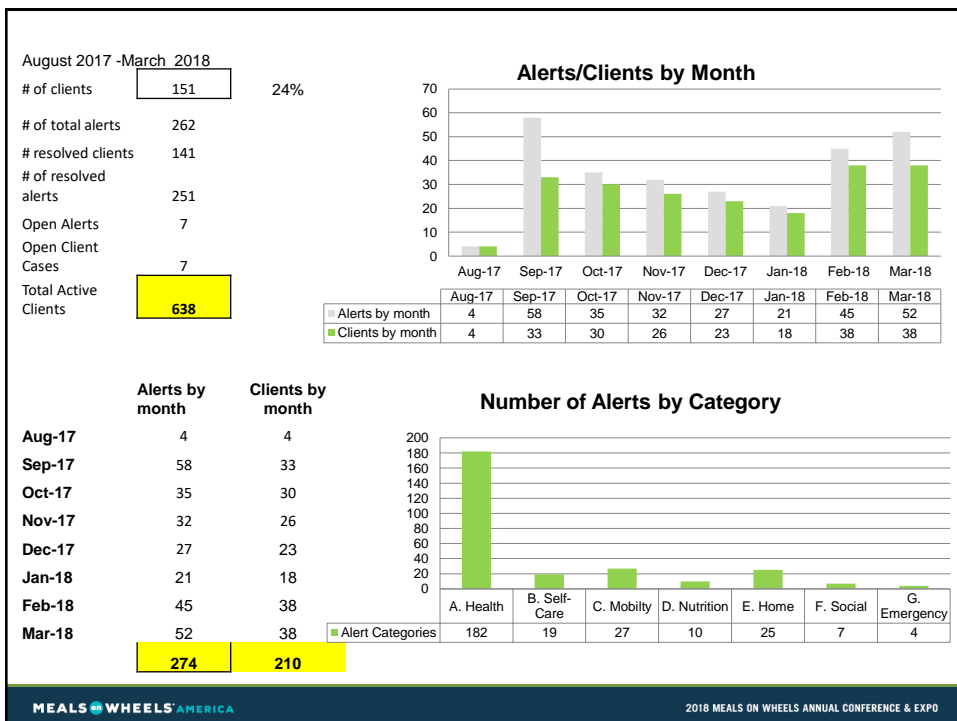
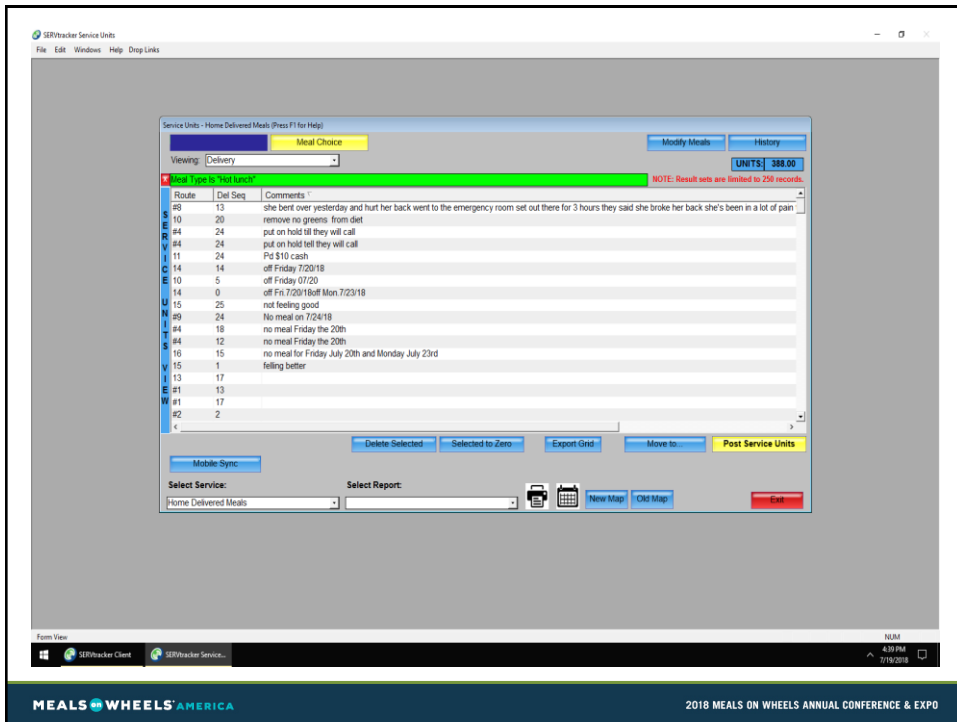
MEALS WHEELS AMERICA

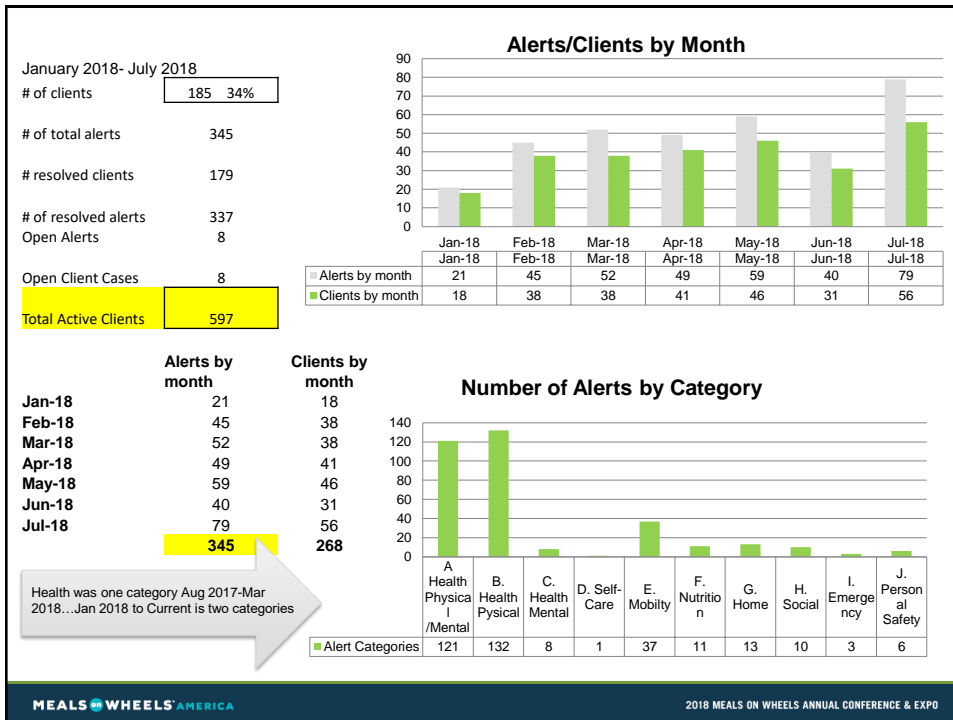
2018 MEALS ON WHEELS ANNUAL CONFERENCE & EXPO

ServTracker allows users to see where drivers are, how many meals have been delivered and the number of meals that are still to be delivered. Messages can be sent to the drivers using this application also and it will verify that the message was viewed.

The screenshot displays the ServTracker application interface. On the left, there's a sidebar with 'Routes' and 'Order Items' sections. The 'Routes' section shows a list of routes with status indicators (Inactive, Active, Complete). The 'Order Items' section shows a table of routes with columns for Route, D, ND, NA, and T. The main content area is titled '#2 Route details' and includes a 'Status' section with a bar chart showing 'Total Stops' (19) and '# of Completed Stops' (17). A callout box points to the bar chart with the text '# of Stops not Completed'. Below this, there's a 'Details' section with fields for Site Address, Driver Name, Driver Phone, and Last Update. A 'Messages' section shows a table of messages with columns for Message, Delivered, and Viewed. On the right, there's a 'Location route' map showing the driver's current location. The bottom of the screen features a footer with the 'MEALS ON WHEELS AMERICA' logo and the text '2018 MEALS ON WHEELS ANNUAL CONFERENCE & EXPO'.

The screenshot displays the ServTracker application interface showing a summary of all routes. The 'Routes' section on the left shows a list of routes with status indicators. The main content area is titled 'Summary of all routes' and features a donut chart showing the 'Total number of Deliveries : 391'. The chart is divided into three segments: Delivered (54%, 211), Not Attempted (43%, 169), and Not Delivered (3%, 11). A callout box explains that the pie chart represents all meals to be delivered, allowing users to see in real time when meals are delivered and the percentages of delivered, not attempted, and not delivered meals. It also notes that as not delivered meals are identified, phone calls can be made to see if they are at home and meals can be taken back to them, which may also be late cancellations. The bottom of the screen features a footer with the 'MEALS ON WHEELS AMERICA' logo and the text '2018 MEALS ON WHEELS ANNUAL CONFERENCE & EXPO'.





MTAM Phase III—Alert Data Aug. 2017- Mar. 2018

	Alert Categories	Clients	
A. Health	182	120	66%
B. Self-Care	19	12	7%
C. Mobility	27	25	10%
D. Nutrition	10	8	4%
E. Home	25	18	9%
F. Social	7	7	3%
G. Emergency	4	4	1%
	274	194	

After MTAM Phase III—Alert Data 2018

	Alert Categories	Clients	Alert %
A. Health Physical /Mental	220	137	44%
B. Health Physical	132	89	27%
C. Health Mental	8	7	2%
D. Self-Care	1	1	0%
E. Mobility	52	44	10%
F. Nutrition	16	14	3%
G. Home	30	22	6%
H. Social	14	14	3%
I. Emergency	4	4	1%
J. Personal Safety	21	14	4%
	498	232	

What's Next? Future and Broader Opportunities

- Opportunity for continued involvement in MTAM future projects
- Provides an advantage to create efficiencies to better serve more clients
- Decreases paperwork and creates more time for personnel development and support
- Supports adding integrity and added value to Meals on Wheels program - not “just delivering a meal”
- Creates opportunities to expand and enhance services/programs versus limiting capacity/building in size & scope (growth)



What's Next? Future & Broader Opportunities



- Sets foundation for exploring design and creation of innovative technology for better interfacing and transmitting direct Change of Condition reporting/communications with local APS, databases, external facing Personal Care Providers and Primary Care Physicians, etc.
- Better positioned to leverage person-centered, sustainable, contemporary, and competitive services and supports that better address social determinants of health (e.g., malnutrition, safety)
- Benefit of collecting and reporting data, which helps support your organization to be a community solution for population health management.

What's Next? Future and Broader Opportunities



- Paves the way to begin dialogue and engagement with healthcare entities – aligning services to better meet payer/provider needs
- Creates an innovative platform to better identify and advocate for positive changes in policies and regulations to support payment of health-related support services

What's Next? Future and Broader Opportunities



- Evening Routes: potential for fall prevention focus
- Added safety benefits
- Keep clients and staff safe; use the app to promote safety of both driver and client
- Use video/photos to support story (capture accident/emergency with client consent)
- Ability to track and monitor the location of devices/drivers (retrace steps and location)
- Potential to alert local sheriff/police in “real time”

What's Next? Future & Broader Opportunities

- Opportunity to better integrate and communicate with Healthcare Providers and Managed Care Organizations
- Expressed interest in expanding the “Change of Condition” trigger/alert details within the respective categories
- Replication and “Change of Condition” reporting “becomes a new innovative industry standard”
- For us...there's no going back to the old way of doing things. 😊



Thank You



Thank you for the work that YOU do every day with your partners in your own local communities to help end senior hunger & address social determinants of health!

Contact Information

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Executive Director/CEO

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- www.GuernseySenior.org



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