



Florida Association of
Aging Services Providers

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Florida Association of Aging Services Providers

Guest Editors: Carlos Martinez, United HomeCare Services, Inc. and Mary Jo McKay, Hillsborough County Department of Aging Services

Message from the President

By Darrell J. Drummond, Council on Aging of St. Lucie, Inc.



In October of this year, my father turned 90 years old. Fortunately, he is still independent and living at home. He is very involved in all things political and is a faithful watcher of news television. As a result of the pandemic, I have not visited my father since February of this year; I very much miss seeing him in person. He has coped fairly well but I know he is

anxious to reconnect with the world. My sisters and I have developed a weekly tradition of FaceTime on Sundays; it is uplifting for all of us. Though he loves to cook, we now send meals for special occasions. I say all of this to suggest I know we are all developing new ways to make sure we stay connected to our family and

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This Issue's Sponsors



**Hillsborough
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There's just no place like home.



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friends. As we go into this holiday season, please let's be sure we remember that reaching out to others is probably the best present we can give to those who we love and care about this year.

A vaccine appears to be very close and we are all very encouraged that there may be light at the end of this long dark tunnel. Now more than ever, we need to do our part to make it to the end. Social distancing, wearing masks and constantly washing our hands are the tools we have available to us to make it through this final stage. It is not too late to get the flu vaccination if you haven't already done so this year. Keep in mind that the shingles and pneumonia vaccinations are available as well.

The election season is over and we now look forward to a new year. Through this year's process, I am taking inventory of the fact that not all of us feel the same way politically. Even though we don't all approach the issues we face in the same way, I am convinced we all feel deeply about the health and well-being of the many seniors we serve on a daily basis. As Tip O'Neill once said, "All politics is local!" Therefore, it is important for us to remember that the representation below the federal level is critical in our ability to meet the needs of our communities. It is at the local and state level where we have the greatest opportunity to help shape policy for the future. I encourage everyone to make sure you are strengthening your relationships with your local leaders and are making a plan to



educate the new representatives who are taking office. This upcoming legislative session will be very challenging, given the enormous financial impact the COVID-19 virus has had on all of our state and local budgets. As our representatives work to prioritize the spending plans for the new year, let's make sure our efforts are across all political factions and laser focused on outcomes.

Finally, I want to say how proud I am of the aging network and how we have shown how we can truly be flexible, responsive and pivot to meet the needs of our seniors during this unprecedented time and that even though it has been a trying year, we have all pulled together, yet again, and shown the State and local communities, who seniors can truly rely on and who are always there to ensure their needs are being met. It truly is ALWAYS US, always the lead agencies and local aging providers, who when the virus hit the fan, we held down the fort and helped save the day!

Darrell Drummond



United HomeCare Boosts EVV Compliance from 24% to 87% with HHAeXchange

Originally published by  **HHAeXchange**



United
HOMECARE

There's just no place like home.

ABOUT UNITED HOMECARE

United HomeCare is one of the largest home health agencies in South Florida. Since 1974, this independent nonprofit has grown to more than 800 employees and volunteers who provide approximately 21,000 hours of care each week to nearly 5,000 clients across Miami-Dade County.

United HomeCare has pioneered an interdisciplinary approach to home health. Clients benefit from a wide range of health professionals who specialize in care for the elderly and disabled - nurses, therapists, social workers, and personal care assistants, among others. Case managers collaborate with each client's physician to create a customized care plan.

By managing the entire continuum of care, United HomeCare fulfills its vision to "lead the enhancement of integrated care in the comfort of home settings."

Katherine Gonzalez, MBA, serves as United HomeCare's Controller. She's been with the organization for 11 years and worked her way up to a leadership role, which has given her unique insights into both operations and finance. Gonzalo Lopez, Revenue Cycle Manager, also offered his perspective from the billing side.

CHALLENGES

Gonzalez put it best when she said, "There comes a time when you realize your technology

system isn't just not working for you, it's actively working against you!"

United HomeCare's legacy software was Medicare-focused and couldn't handle the Medicaid cases that United had incorporated into their organization over the years. This meant staff had to build workarounds, use multiple systems, and employ manual processes. Not only that, it had a cumbersome interface. Gonzalez said, "To do one simple task, it took five or six steps."

United HomeCare needed to build the right infrastructure for scalable growth. At the same time, the clock was ticking to find an EVV platform that complied with the 21st Century Cures Act.

SOLUTION

Gonzalez heard about HHAeXchange through United HomeCare's IT department. "Once I took a closer look, I realized this was a complete solution - and it was truly designed for home health agencies."

Looking forward to a more customized experience, they chose to implement HHAeXchange's Enterprise platform, using the billing, payroll, scheduling, EVV, and compliance features, as well as the mobile app.

United HomeCare had the misfortune of going live February 29, 2020

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- just days before the COVID-19 pandemic would disrupt the world. Despite the challenges, Gonzalez was pleased with the implementation process - especially the customer service. "Our Project Manager at HHAeXchange has been excellent. Everyone has. They're always willing to go above and beyond and get the job done for us."

As United HomeCare's Revenue Cycle Manager, Lopez appreciated that HHAeXchange is compliance-driven. "It's a very sophisticated system. With payroll connected to billing, changes are reflected on both sides. Plus, there are a lot of audit trails."

Gonzalez was especially thankful for the enhanced reporting capabilities. "Instead of copying data from different programs into Excel, I can just click a button and see hours and how much revenue we're billing each month."

PRO TIP FOR HOMECARE AGENCIES

To get the most out of HHAeXchange and encourage EVV adoption amongst caregivers, United HomeCare appointed a designated "EVV champion." This person conducted daily trainings for home health aides. He was also available to troubleshoot any issues and quickly resolve them. This gave employees more confidence about making the shift from paper time sheets to the mobile app. Gonzalez notes that although change is always difficult for an agency, aides are already recognizing how EVV can save them time and effort.

KEY STATS



5,000
Clients



800
Employees and Volunteers



63%
Increase in EVV Compliance



95%
Of Caregivers on
Mobile App

In a few short months, the benefits of implementing HHAeXchange became clear. EVV compliance skyrocketed, denials dropped, and billing increased.



EVV COMPLIANCE - United HomeCare was able to increase their EVV compliance from 24% to 87% within one month of implementation. At present, 95% of the agency's caregivers use the mobile app.



REDUCED DENIALS - Gonzalez explained that since payment posting is now more automated, their staff can redirect their time toward reversing denials. Plus, denials are already lower than usual because the system employs a pre-bill scrubbing process to ensure compliant claims.



FASTER PAYMENT PROCESSING - Between automation and reduced denials, United HomeCare began billing faster and more efficiently, creating more reliable cash flow for the organization.



**Hillsborough
County** Florida

Hillsborough County Aging Services' Response to COVID-19

By: Mary Jo McKay, Hillsborough County Department of Aging Services



Like most other aging services providers throughout the country, due to COVID-19, Hillsborough County Aging Services had to transition from in-person service provision to remote in a matter of weeks. This transition tested all our systems, processes, and resources.

During the second week of March, staff gathered their personal belongings along with their assigned laptop or desktop, cell phone, and a few office supplies and headed to their new place of work - home. One hundred and forty-five Department of Aging Services staff, along with thousands of other Hillsborough County employees, began to telecommute. Initially, all staff were excited about working from the safety of their homes and reduced possibility of being infected with the coronavirus, but after a month or so, most who worked in an adult day care, congregate or a senior center were ready to

return to their centers.

Although some staff were able to connect wirelessly to their personal internet, those who had to connect to their internet service via an ethernet cord had never connected a computer. The County's Technical Help Desk was inundated with calls from all over the County. To ensure our staff were able to quickly provide the necessary support for our seniors, Aging Services staff intuitively established in-house tech support teams. These tech support teams consisted of co-workers who answered simple questions, i.e. how to connect to the internet via personal internet or a hotspot.

Within days, Aging Services staff members began working with the County's Emergency Operations Department to send automated calls to our 7,569 customers informing them of the delivery of their meals, in-home services, how to get needed assistance, etc. Within one week, our meal vendor began delivering meals to our 2,500 meal recipients. During the second week, and beyond, department sections worked tirelessly to accomplish the following:

Adult Day Services recipients were offered in-home respite. Some accepted while others preferred remaining

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in the safety of their homes receiving telephone reassurance calls, virtual activities, and caregiver support group meetings.

Congregate dining and senior center members were offered home delivered meals and grab n' go style meal deliveries for those residing in senior housing facilities, daily virtual activities initially via audio and then video for some, parking lot bingo, weekly telephone reassurance calls, and chat groups.

Case managers busied themselves placing services on hold for seniors afraid of having someone in their homes and releasing the hold for those who could no longer go without services, calming the fears of their clients, and completing audio assessments and reassessments.

In May, we began providing dinner meals to seniors already enrolled in our lunch meal programs. We entered into contracts with food trucks and initially three restaurants and continued to add clients and restaurants. We quickly went from serving 2,500 seniors lunch meals to 4,100 and from

160 seniors dinner meals to now 1,200.

In August, we had an opportunity to submit proposals to receive County CARES funding. We submitted three successful proposals: funding to continue our dinner meal program through December, funding to obtain technology for seniors to engage in virtual activities and services, and funding for senior engagement activity kits.

Although we all agree that this pandemic has been one of the worst things that we have experienced, we would also agree that there have been a few positive outcomes. Most of us have implemented or expanded our use of virtual service delivery, more staff have been able to attend trainings, there has been an increased number of aging-related virtual conferences, unique partnerships have been formed, more seniors have been trained on the use of technology, and we all learned a lot about ourselves, organizations and processes.

Lessons Learned:

- Adult Day Care - some caregivers were opposed to having workers in their home and even more were apprehensive during a viral pandemic, not all caregivers are technologically savvy and able to attend support group meetings or assist their loved ones to participate in classes via video conferencing.
- Meals - not all seniors have freezers large enough to accommodate a

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supply of frozen meals and some do not own microwaves.

- In Home Services - a significant number of caregivers and clients may place services on hold for up to a month to avoid having someone in their homes, but after one month or so, they will either resume services or make the difficult decision to place their loved one.
- Active Seniors - seniors who are accustomed to spending a significant amount of time outside of their homes may experience more feelings of sadness and loneliness than other seniors when centers close.
- Quality Assurance - most of our quality assurance processes required in person visits - even some which could have easily been completed remotely.
- Automated Calls to Seniors - due to the many scam prevention trainings provided to seniors, a significant number of our clients wouldn't answer calls from unknown phone numbers and those that did answer, would not respond as instructed in the call.
- Telecommuting - telecommuting has proven to be a successful endeavor, as staff has increased work productivity, reduced absenteeism, and are often exceeding performance standards.

New Services Already Begun: audio and video support groups; audio and video



activities; dinner meals; grab n' go meal deliveries; parking lot bingo and outdoor exercise; and remote quality assurance audits.

Planned Services: grocery shopping assistance; video assessments; and expansion of virtual video services and programs using Uniper's services and television technology.

After observing the Aging Network's Community Care Service Providers' response to COVID-19, we all now know, the Aging Network is one of the most resilient, responsive, and resourceful of all networks. The speed in which the network transitioned to remote service provision, formed new partnerships, and established new processes to ensure our customers received life sustaining services should serve as a testament of the value the Aging Network provides to our country's seniors.

For more information about Senior & Caregiver Resources During COVID-19, please visit their [website](#).

Addressing Ageism During the Pandemic



Ageism is not a new phenomenon but the coronavirus (COVID-19) pandemic may have exacerbated it. Ageist stereotypes begin with a belief that young people are invincible and strong and older people are frail, vulnerable and a drain on society. It is evident that older people, especially those with underlying conditions, are dying at increased rates. However early on, the focus of governments, health systems and global institutions was not on those in most danger. Negative perceptions about older people may have created the view that they are expendable and led to policies about what resources may be spent on them.

The pandemic has changed how we work, learn, connect, seek or receive care and participate in society. It has affected everyone, however, it has disrupted the lives of older people disproportionately. Ageism may impact their ability to work, access healthcare, and their financial stability. Older people have suffered economic hardship, social isolation and ageism, which can all be as deadly as the virus.

According to data from the [Centers for Disease Control and Prevention](#), although individuals aged 65 years and older account for approximately 14% of COVID-19 cases, they make up more than 80% of deaths caused by COVID-19. In contrast, adults between 18 and 49 years old make up nearly 55% of COVID-19 cases and under 5% of the deaths. These statistics clearly show that younger adults are at risk for the virus and share responsibility for its spread. Public health directives should not only highlight the risk to older people but how we all must do our part to stop the spread.

Stereotypes have also led to issues in the way policies and responses to COVID-19 have been designed and implemented. A spotlight has been put on older adults and individuals with underlying medical conditions, who the CDC says are at highest risk for severe illness. A growing demand on medical facilities, fear of shortages of ICU beds and ventilators have prompted ethical questions about how to ration care. These questions have highlighted a culture of ageism and ableism and created a struggle between “old vs. young” and “strong vs. weak.” There have been instances of health systems having triage policies that are based solely on age while ignoring other risk factors.

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In the New England Journal of Medicine, Louise Aronson, M.D. wrote “Most medical centers have protocols for children and adults, but nothing for elders. Basic standards of health equity demand protocols with elder-specific diagnostic, treatment, and outcome-prediction tools, addressing lower baseline and illness-related body temperatures, atypical disease presentations, and care options geared to the life stage, health status, and life expectancy of older patients.” In addition, health care providers need to promote wellness at any age and the normalcy of growing older so that individuals will accept and embrace their changing bodies.

Myths of older people being frail, helpless or a drain on society have led to prejudice and discrimination. Dr. Aronson referred to a quote by a pulmonologist that the patients on the Princess Cruise were not like the average septuagenarian because ‘They are not bedridden.’ and responded that “the average 70-something is not bedridden.” She addressed it further by writing “People in their 70s run two of the three branches of our government and represent the most rapidly growing segment of the U.S. labor force.” This illustrates that many older adults are continuing to work in either full time or part-time employment. In fact, many are in critical roles as essential frontline workers, including some retired health care workers who have returned to duty to assist during the pandemic. In



addition, many older adults have volunteered to meet urgent needs in their neighborhoods and communities such as delivering meals and reaching out to their peers through telephone reassurance. Others provide essential child care so their sons and daughters can return to work and are assisting with online learning.

Underestimating the economic and social contributions of the older population is ageism and is a disservice to struggling economies that can benefit from the gains in health and longevity. Employers should make workplaces more age-friendly and offer older workers fair work practices. It is also necessary to shift the narrative away from their victimhood and to strengthen the social capital of older adults and their ability to contribute or play a role in their workplaces and communities to develop greater community resilience. People continue to work past the “traditional” retirement age for financial stability as well as

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to stay active physically and mentally. Workplace culture has changed drastically during the pandemic. Flexible work arrangements and working remotely have become more common and may be essential measures for employees' safety.

Older people have faced a loss of financial security during the COVID-19 lockdown periods and have faced balancing protecting their own health with earning an income. Some have been forced into early retirement due to loss of employment, lay-offs and a diminished labor market. Employment opportunities may be limited not only due to shutdowns and social distancing, age, gender, and race may also be factors. Recent research by the National Bureau of Economic Research shows that down markets intensify the issue, because age discrimination spikes along with the unemployment rate. In addition, they

Ageism is prejudice or discrimination based on a person's age.

found that older workers get illegally fired more often during a recession. This happens despite the Age Discrimination in Employment Act, which supposedly protects workers over age 40 from job discrimination. Discrimination during recessions likely occurs because when there are many applicants for one job, employers can be choosy and their biases shape their hiring practices. Fear of aging is instilled in us from childhood and at times informs how we operate in the workplace. A mentality of "In with the new, out with the old!" contributes to us continuing to see the same ageist practices year after year.

While ageist attitudes and comments seem to remain socially acceptable, there seems to be a growing anti-ageism movement. Below are some ideas on how to promote positive aging.

- **Call out ageism:** People have inherent biases. We need to examine our own beliefs and attitudes. The World Health Organization published an Ageing Attitude Quiz which can be found at <https://www.who.int/ageing/features/attitudes-quiz/en/>.
- **Check communications, policies and practices:** Be aware of ageism in social media, newspapers, newsletters and advertisements and suggest alternative language, images and policy modifications. Policies should be reoriented to reflect the diversity of older adults' individual needs and life circumstances.

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- **Embrace experience:** Realize their potential as important resources and develop strategies to engage them. Older adults are knowledgeable, emotionally stable and care about making a meaningful difference in the world. We should recognize their role as a core component of family, community and national economies.
- **Promote multigenerational connections:** Help to develop positive attitudes towards aging early by promoting multigenerational connections and interaction. Personal connections are crucial to our growth and well-being. If the image of an “older” person is changed from someone who is frail and needs assistance to someone who is vital and active early on, the perception will change for future generations.

While older people may be more vulnerable, they can play a critical role in reconstruction like they have in previous crises. Moving forward, our leaders and government should resist using chronological age as a baseline for determining policy and avoid assumptions about quality of life based on a person’s age. Future actions should preserve fundamental human rights and dignity of individuals, regardless of age, and recognize older people as valuable and essential to society.



Resources

- [COVID-19 has worsened ageism. Here's how to help older adults thrive.](#)
- [Age, Complexity, and Crisis — A Prescription for Progress in Pandemic](#)
- [COVID and Longer Lives: Combating ageism and creating solutions](#)
- [COVID-19 Exposes Ageism, but Shouldn't Be a Generational Conflict](#)
- [Retired Doctors Return to Work for COVID-19](#)
- [OPINION: Ageist COVID-19 Vaccine Policies Could Kill](#)
- [Successful Aging: How these lifestyle changes can influence how you age](#)
- [Working Women's Double Dose Of Discrimination: Gender And Ageism](#)
- [Recession leads to increased workplace ageism against women](#)
- [The response to COVID-19 was ageist, expert says](#)

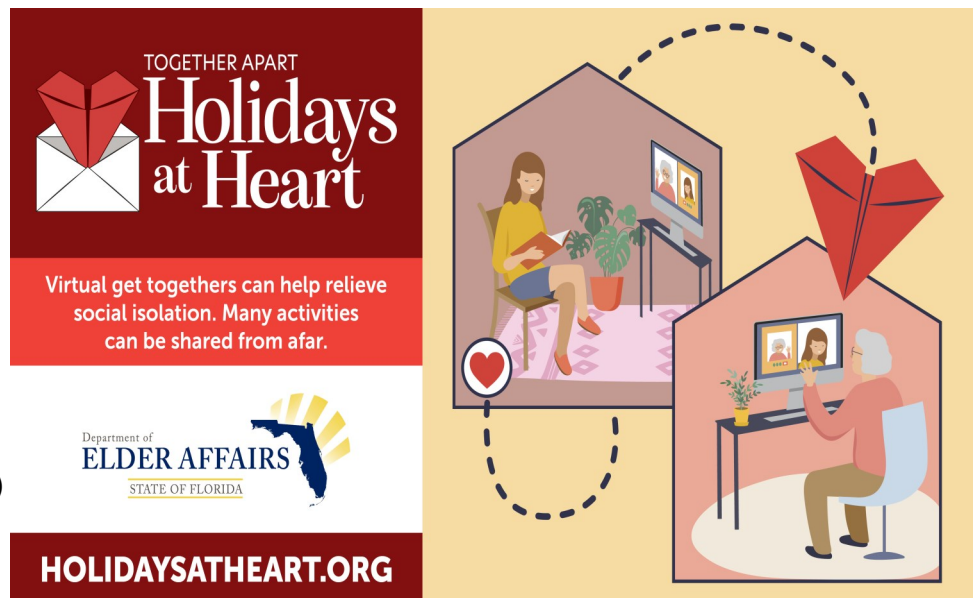
Together Apart: Holidays at Heart

Across the state, the [Florida Department of Elder Affairs](#) (DOEA) and the state's 11 [Area Agencies on Aging](#) (AAAs) and providers are working together to promote mental health resources and programs for seniors through the [Together Apart: Holidays at Heart](#) campaign. While many older adults choose to stay safer at home and isolate themselves to prevent exposure to the coronavirus, AAAs statewide are working in partnership with the DOEA to ensure that no senior feels alone during the holiday season.

From November through January, each of the 11 AAAs will be reaching out to local seniors throughout the state of Florida to conduct mental health checks and ensure they are aware of the resources available to them.

Resources vary by area, but include services such as:

- The statewide Elder Helpline (1-800-963-5337)
- Individual and group counseling
- Telephone reassurance
- Grocery shopping assistance
- PEARLS (Program to Encourage Active Rewarding Lives for Seniors)
- Healthy aging group sessions



TOGETHER APART
Holidays at Heart

Virtual get togethers can help relieve social isolation. Many activities can be shared from afar.

Department of
ELDER AFFAIRS
STATE OF FLORIDA

HOLIDAYSATHEART.ORG

Costly Catalytic Converter Thefts

During the FASP Board Retreat, some of the providers reported instances of catalytic converters being stolen from their vans, trucks, and buses. Some recent news reports have shown that these thefts are occurring throughout the United States. The surge in the thefts may be due to a rise in the price of precious metals. A catalytic converter is part of a vehicle's emission system that reduces pollutants coming from the vehicle's tailpipe. The device contains between 3 and 8 grams of rhodium, palladium, and platinum. The current market value of these precious metals may entice thieves. Another theory is that since the parts are expensive, they

are re-sold for a profit.

Vehicles used by businesses are generally targeted because they sit idle for long periods of time. According to one [article](#), a catalytic converter can be removed from a vehicle quickly (around a minute) using a battery powered hand saw. The theft may lead to costly repair and replacement costs. Without the device, the vehicle may not pass inspection and in some cases will not run.





United HomeCare Announces the 2021 Claude Pepper Award Honorees

United HomeCare® (UHC), a non-profit 501 (c)(3) charitable organization dedicated to serving older and disabled adults at home, announced the **2021 Claude Pepper Award Honorees** during its **Virtual Prelude** event held on December 10, 2020 with the generous sponsorship support of Florida Power& Light/Next Era Energy.

The Honorees will receive their Claude Pepper Award LIVE during **United HomeCare's 26th Annual Dinner and Claude Pepper Awards on Thursday, May 20, 2021** at Jungle Island's Treetop Ballroom in Miami Beach. In keeping with social distancing guidelines, the event will feature a cocktail reception/silent auction starting at 5:45 p.m., followed by dinner at 7:00 p.m. All sponsorships and charitable donations benefit the mission of United HomeCare. To become an event sponsor or purchase tickets, please call 305-716-0764 or 305-716-0736 or visit their [website](#).

The late Senator Claude Denson Pepper was a beloved public servant who tirelessly championed causes on behalf of the elderly, disabled and the poor. He successfully advocated for the passage of the **Older Americans Act of 1965**. "This signature legislation, helping Older Americans to age with dignity in the comfort of their home with the care and support services they need, has proven to be most important in 2020, especially during the Pandemic. It is still true today that to have quality of life in our later years of life, often requires a helping hand, frequently more than family members can provide physically or financially," -- Carlos Martinez, President & CEO of United HomeCare in Miami.

For the past 25 years, United HomeCare has celebrated Claude Pepper's legacy by recognizing individuals and corporations who have demonstrated leadership and compassion for the elderly and disabled; have inspired others through their actions and are committed to making South Florida a better place for all. Congratulations to the 2021 Claude Pepper Award Honorees.



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26TH ANNUAL CLAUDE PEPPER AWARDS

CONGRATULATIONS HONOREES!

Thelma Gibson Community Service Award

Carlos R. Fernandez-Guzman
President and CEO
Pacific National Bank

Education Award

Dr. Ranjan Duara, MD
Medical Director
Wien Center for Alzheimer's Disease and Memory Disorders at Mount Sinai Medical Center

Hispanic Leadership Award

Liliam M. Lopez
President and CEO
South Florida Hispanic Chamber of Commerce

Corporate Social Responsibility

GMCC Leadership Miami
All In Miami #41

Innovator

Pascal J. Goldschmidt-Clermont, M.D.
CMO, Lennar Corporation
President, American Healthcare System, Ltd.
Founder CEO, UHealth
Dean Emeritus, UM Miller School of Medicine

Corporate Service

Jesús Quintero
Founder and CEO
JQ Group of Companies

Media Award

Gary Press, Chairman
Lifestyle Media Group

Entrepreneur Award

Irina Vilarino, Owner
Las Vegas Cuban Cuisine Restaurant

Advocacy Award

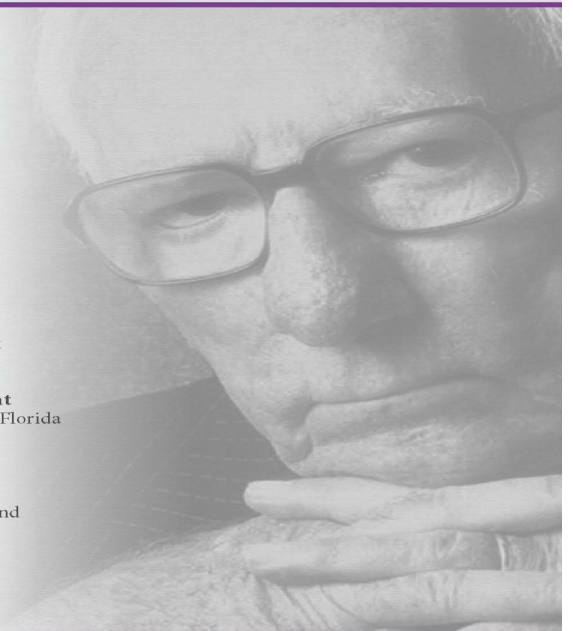
Placing Seniors' First Monument
Crime Prevention Alliance of South Florida
Barbara E. Sanchez, President

Philanthropy

Remedios Diaz-Oliver,
President and CEO All American Land

Community Builder Award

Michael Finney
President & CEO
Miami-Dade Beacon Council

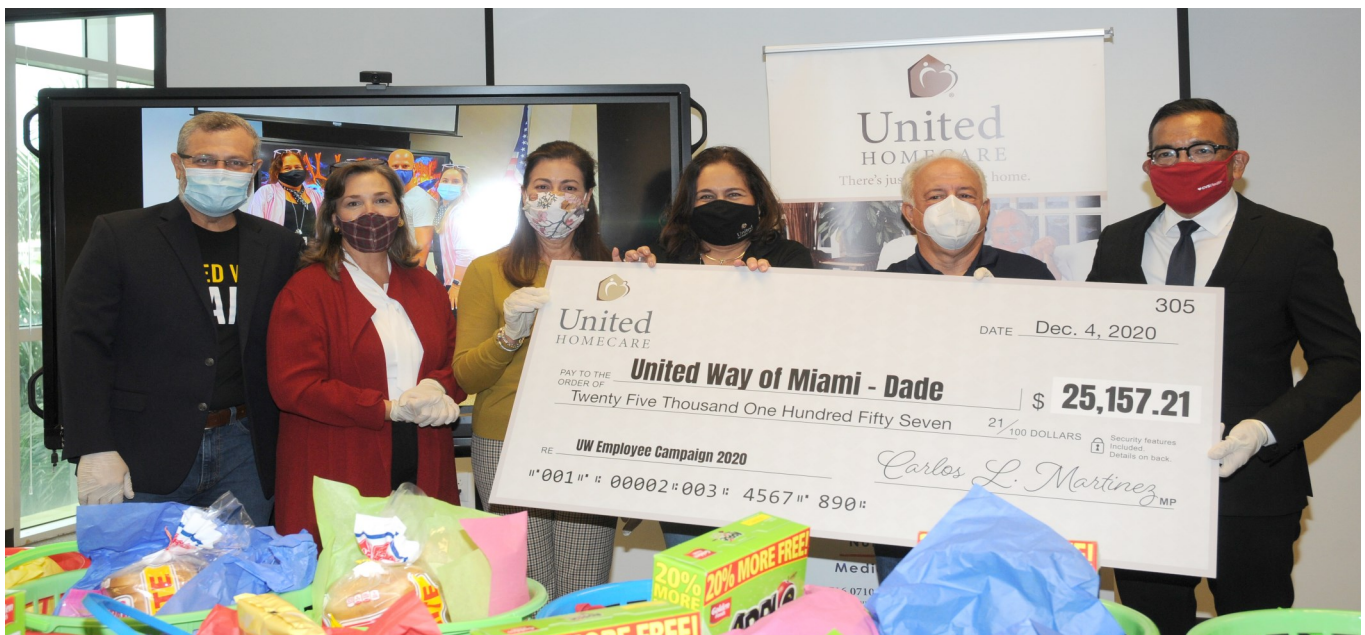


Spotlight on United HomeCare

A food basket distribution to Home Health Aides was recently held at United HomeCare. This distribution was made possible by United HomeCare's 2021 Claude Pepper Award Honoree, Barbara Sanchez, Crime Prevention Alliance of Florida.



United HomeCare employees pledged over \$25,000 in support to the local United Way Campaign. This is incredible given that 2020 has presented hardships for their families and shows that the employees are grateful for United Way of Miami-Dade.





FASP is on Social Media—Are You?

Find our Sponsors on Social Media!



**Hillsborough
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Meet Our New Board Member

Please join us in welcoming Josh Jensen to the FASP Board of Directors. Josh is the President & CEO of Aging Matters in Brevard, based in Cocoa, Florida. Aging Matters in Brevard is the designated Lead Agency for Brevard County, providing and coordinating home and community based services to nearly 5,000 people over the age of 60 in 2019. Josh began his career as a Nursing Home Administrator, then moved on to become a Regional Vice President of Operations for a multi-state nursing home chain. Prior to joining Aging Matters in February of 2018, he spent the previous 12 years as the CEO of a full continuum of care, not for profit senior campus in Minnesota. Josh has a degree in Healthcare Administration from the University of South Dakota, and received his Health Service Executive designation in 2017.



**Aging
Matters**
IN BREVARD

START your survey,
ASSESS your risk,
FORM a plan, and
EXAMINE your options.

What's your behavior pattern with COVID-19 and how does it affect your health?

RON DESANTIS Governor | RICHARD PRUDOM Secretary

The Florida Department of Elder Affairs (DOEA)

works to promote the well-being, safety, and independence of Florida's seniors, their families, and caregivers. DOEA's vision is for all Floridians to live well and age well.

[CLICK HERE](#) to access the Florida SAFE Survey



Thank You Sponsors!



Senior Resource
ASSOCIATION

Promoting Independence in our Community

<https://www.seniorresourceassociation.org/>



Council on Aging
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<http://www.coasl.com/>



<https://volencenter.com/>



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Larry Dixon,
Independent
Consultant &
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healthcare products

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North Miami Foundation For
Senior Citizens' Services, Inc.
and other services to support independent living



<https://www.northmiamifoundationforseniors.org/>



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