



**Santa Fe County Senior Services
Strategic Plan 2016-2020
Community Services Department**





Santa Fe County Community Services Department and Senior Services Division

Santa Fe County Community Services Department and Senior Services Division Staff

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Executive Summary

The Santa Fe County Community Services Department and the Senior Services Division (SSD) is pleased to present the Santa Fe County Senior Services Five-Year Strategic Plan to improve and expand programs for adults 60+ years of age. The SSD directs programs and services that improve the quality of life for seniors. It is our mission to deliver quality services that support the independence and well-being of seniors of Santa Fe County.

The SSD currently provides services through its seven Senior Centers. Congregate and home delivered meals and transportation services are provided to over 900 seniors annually. We anticipate preparing, serving and delivering nearly 100,000 meals during FY16. Although we are alleviating the food insecurity that so many seniors face, we know that there is so much more we can do both as a program leader and as a contributing partner in our Santa Fe County community.

The Community Services Department collaborates with local and statewide entities to strengthen program services and create community partnerships to better serve our senior population. This collaborative project included 24 community partners, over 50 seniors, and five County Commissioners. The engagement of these highly valued participants and partners provided the impetus for the comprehensive approach we were able to bring to this Senior Services Strategic Plan. The development of this strategic plan included stakeholder input sessions, individual and group interviews to help identify ways we can improve and expand programs to serve a growing and diverse senior population.

The goals included in this Five-Year Strategic Plan address ways to promote healthy, independent lives for seniors. The Community Services Department is dedicated to the promotion of equity, meaning that the goals were constructed with people of diverse cultures; lifestyles; geographic locations; and socioeconomic status in mind. The SSD Strategic Planning Team, with input from community stakeholders, identified five high-priority goals to pursue during Fiscal Years 2016-2020.

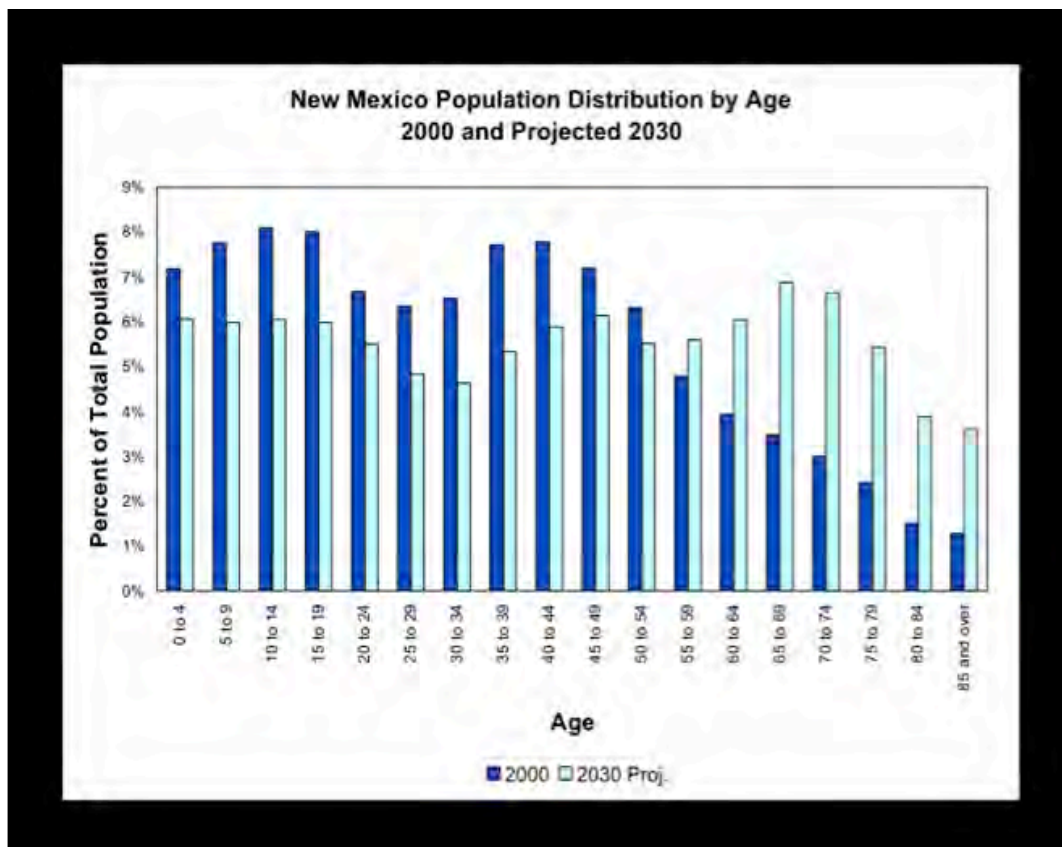
1. Increase the number of seniors served through existing services including expansion into underserved areas.
2. Increase seniors' consumption of healthy foods and promote healthy food habits/practices.
3. Increase access to home-based support services to support seniors aging in place in a safe environment.
4. Reduce incidents of falls and fall-related injuries among seniors.
5. Increase seniors' social networking and physical activity levels to decrease social isolation/promote social engagement.

This plan includes both population indicators and performance measures for these high priority goals. Our goals, indicators and measures focus on how we can best impact, in a positive way, the quality of life for seniors. This plan not only clearly states our goals, it also establishes the foundation for how we will measure our performance in doing our part to accomplish these goals and achieve these outcomes. In order to be successful, we must work collaboratively with seniors and our community and many valued partners to meet the challenges before us and maximize the opportunities to improve the quality of life for seniors now and into the future.

Challenges and Opportunities

Preparing for the Senior Tsunami

As of 2015, almost 20,000 residents of Santa Fe County are 65 or older. Seniors currently make up roughly 14 percent of the County's population, and the percentage of seniors is expected to increase dramatically over the next 25 years as increasing numbers of baby-boomers reach age 65. **Between now and 2040, Santa Fe County's senior population is expected to triple, growing from approximately 20,000 to a projected level of approximately 60,000. To put this in perspective, by 2040, approximately 33% (one-third) of the County's population will be 60+.** Each day more baby boomers and migrating retirees are joining the ranks of the Silver Tsunami populating Santa Fe County. The following graph demonstrates the projected increase in the senior population by age group through 2030.



Seniors are both a growing and a diverse population. Younger seniors continue to be active, vibrant contributors to their families and community. Health or financial issues may challenge older seniors, making it necessary to seek support to maintain their independence. The facts highlighted below are outlined in greater detail in the “2013 Santa Fe County Community Health Profile.”

- The median age for seniors is 72.
- The over 80 population stands at approximately 2,100; it is expected to triple.
- One in three seniors in Santa Fe County has a disability and those with a disability are more likely to live in poverty than those without a disability.
- One in five Santa Fe County Seniors is widowed, 7,000 live alone. Women make up 55% of the senior population.
- Statewide 15 percent of seniors 60+ live at or below the federal poverty level; in Santa Fe County 91 percent received social security at an annual average of \$17,000 and retirement income averages \$31,000 annually.
- Over 20 percent of seniors are employed.

Opportunity: Supporting Seniors in living more healthy and independent lives in the community

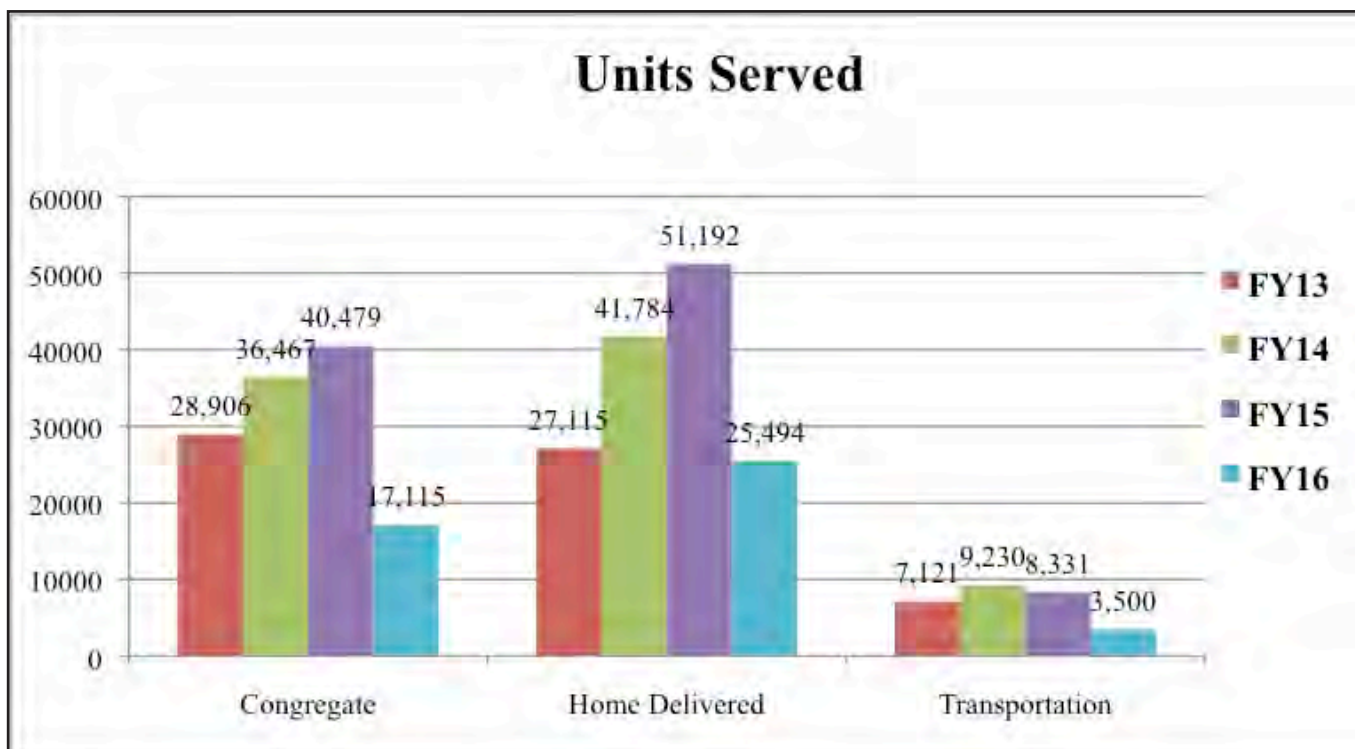
Life expectancy at age 65 is an indicator of the health of the community’s older population. From 1999 to 2011, life expectancy from age 65 has increased 12 percent for residents of Santa Fe County. Additionally, baby boomers are expressing a desire to lead independent lives in their own community. Given the longer life expectancy and preference to age in place, our community will need to work together to maximize resources and opportunities. The following will need to be addressed to support seniors living more independent, healthy lives:

- The incidence and prevalence of many chronic health conditions increases greatly with age (e.g. cardiovascular disease, cancer, etc.). The aging of Santa Fe County’s population will increase the demand for health care and social services, and require greater resources to manage disabilities and chronic illnesses (Santa Fe Community Health Profile, 2013).
- Each year an average of 81 Santa Fe County residents die from unintentional injuries; falls are the leading cause of unintentional injury death among the elderly.
- An increasing number of Santa Feans with Alzheimer’s disease will pose increased issues related to safety and independence.
- Fewer children may be available to provide caregiving or transportation support due to a trend towards smaller size families.
- Many grandparents in New Mexico are living with their grandchildren and oftentimes are raising and solely responsible for their grandchildren.
- Substance abuse, including alcoholism, among adults age 60 and older is one of the fastest growing health problems in the nation.
- Hunger and food security is a major issue across Santa Fe County.

- Only two (2) percent of seniors have no health insurance. However, 23 percent have no health insurance beyond Medicare.
- There are limited providers of non-medical, homemaker and personal care services, as these services are not covered under the Medicare program at all, and are covered under the Medicaid program only for those who meet income and level of care criteria.
- An array of non-skilled personal care services and medical equipment can be obtained by seniors, but are often costly.

Current Services and Projected Growth

Santa Fe County's current array of services includes congregate and home delivered meals, transportation services, as well as programs, activities and trips based out of each of the seven Senior Centers. The chart below shows units of service provided in congregate, home delivered and transportation in Fiscal Years 2013, 2014 and 2015, as well as year-to-date for Fiscal Year 2016 (as of November 2015). **From Fiscal Year 2013 to 2015, the units of congregate meals served increased by 40%, home delivered meal units increased by 89%, and transportation units increased by 17%.**

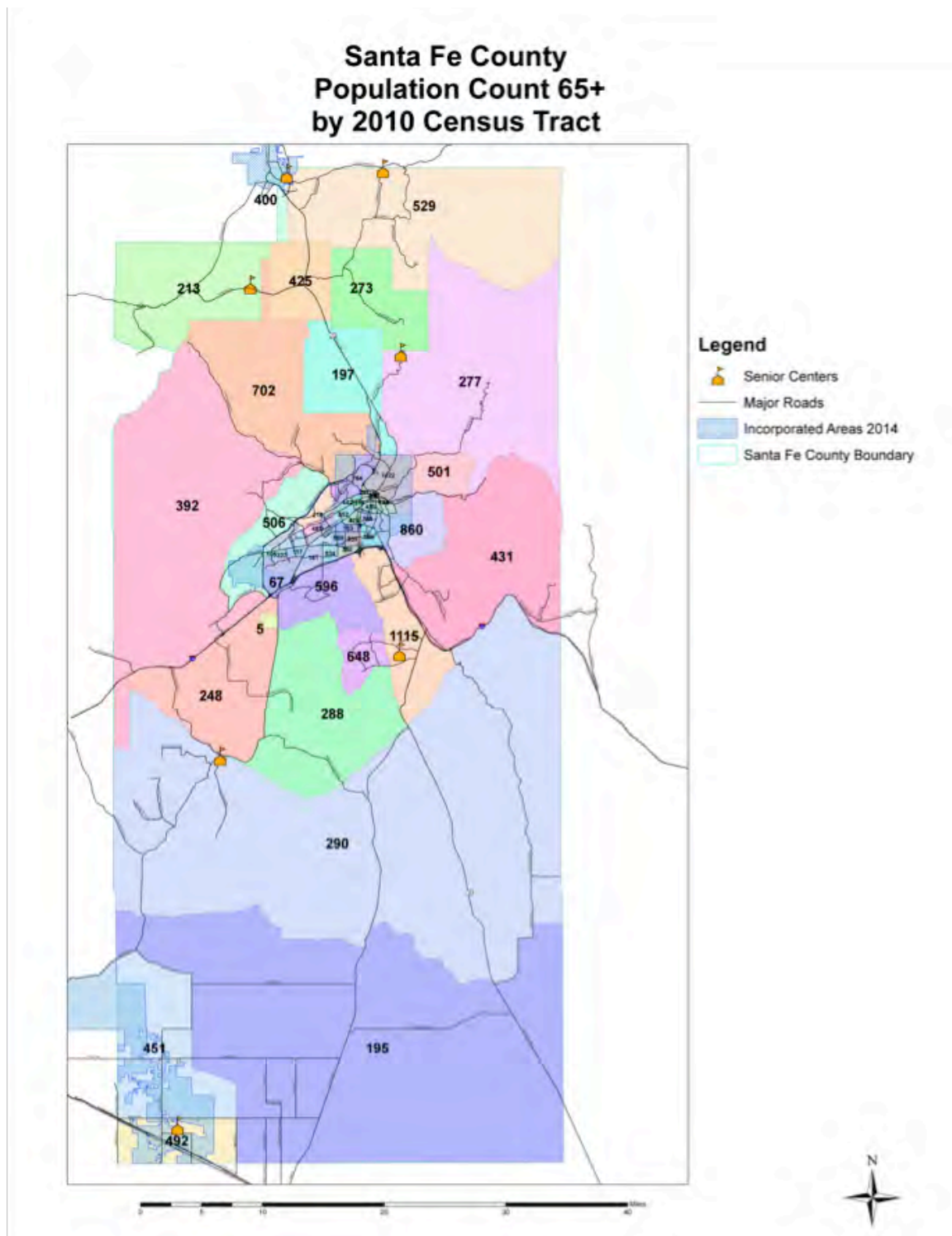


It is expected that we will need to expand services annually in order to meet the growing demand over the next three years and beyond. **We propose to increase service units by 10% annually in home delivered meals over the next three years and 5% annually in both congregate meals and transportation services.**

These substantial increases in services delivered over the last several years combined with the projected growth of the senior population; resource limitations; and the need to provide services in underserved areas, present immediate and longer-term challenges and a clear call to action.

Senior Centers and Projected Growth

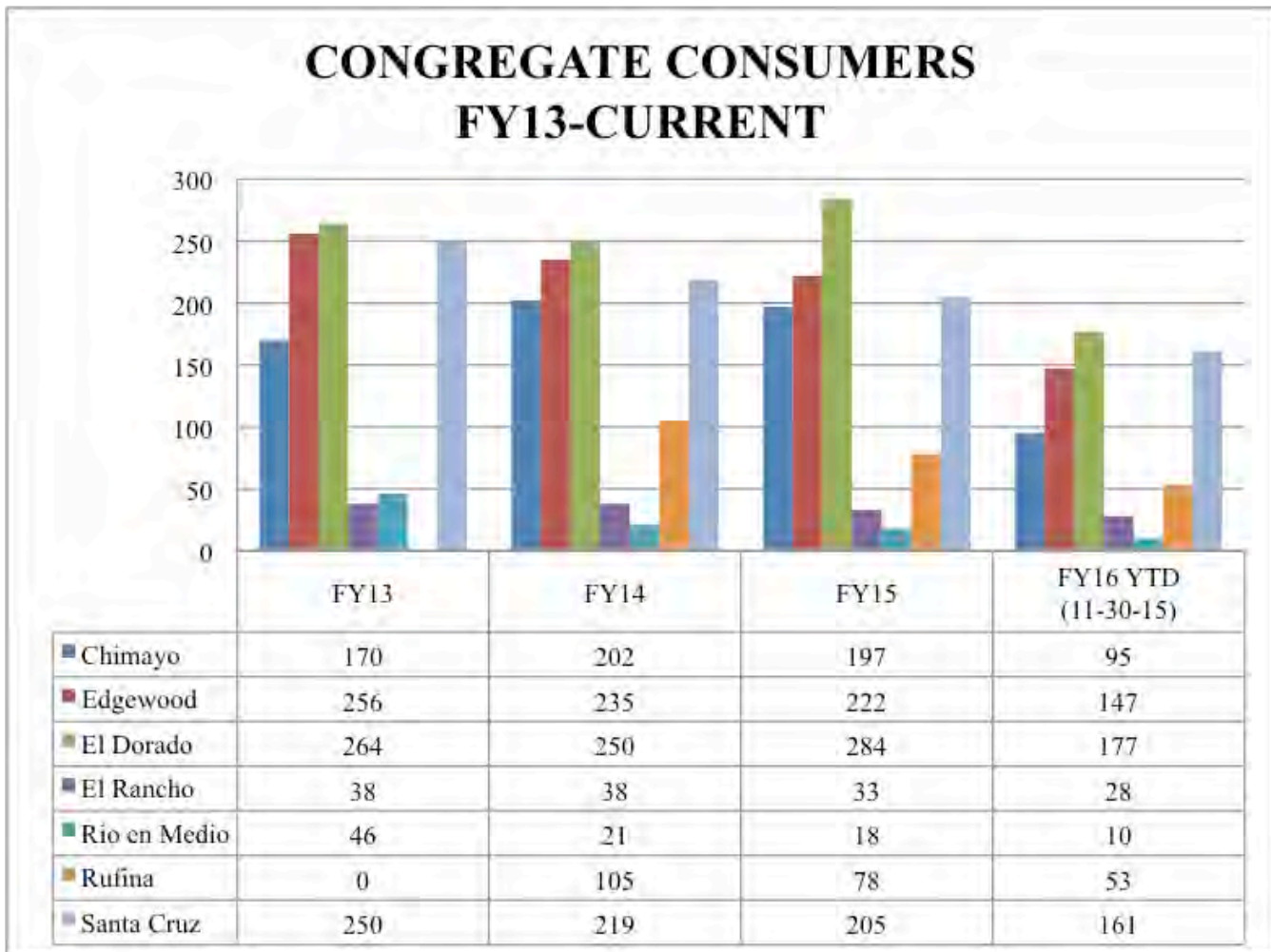
The map on the following page shows the senior population in Santa Fe County by the 2010 Census Tract. Also included are the locations of the Senior Centers in Santa Fe County.



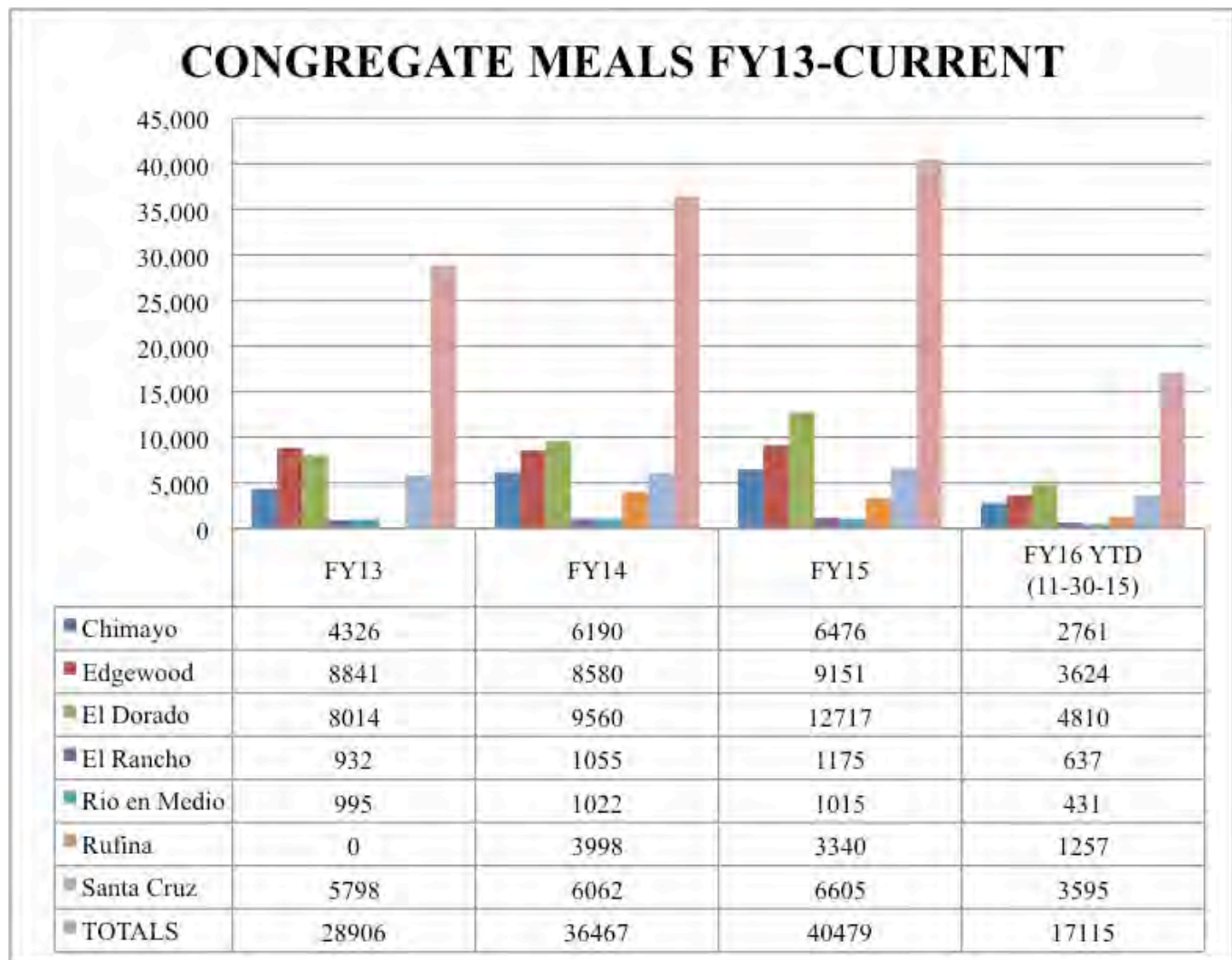
Current Facilities/Senior Centers

1. Edgewood
2. Eldorado
3. Rio En Medio
4. Chimayo
5. El Rancho
6. Santa Cruz
7. Rufina (meal site)
8. Highway 14 Site to be added in 2016-2017

The chart below shows the utilization of congregate meal services at each of the Senior Centers.



The chart below shows the number of congregate meals served at each site.



Challenges to Expansion/Growth

The Senior Services Five-Year Strategic Plan includes plans to expand service delivery in all current services, increase the number of seniors served in underserved areas such as the Highway 14 corridor, as well as add new services to support seniors living as independent a life in the community as possible.

Priority actions include the following:

1. Expand existing services in geographical areas with highest and growing demand.
2. Improve operational efficiencies in order to leverage and maximize limited resources.
3. Launch the new Center on Highway 14 to serve the underserved population in this area.
4. Identify resources and develop systems to provide new services such as chore services and case management.

Recommendations and Strategies

1. Decentralize Services – This revenue neutral strategy will enhance efficiency and provide more “on-site” presence where it is needed most – at our most utilized Senior Centers.
2. Reorganize Senior Center Services – The optimal alignment of food preparation staff will provide those Senior Centers with the lowest congregate meal demand with sufficient resources to meet the demand with the additional benefits of greater staff flexibility and potential cost savings.
3. Planning for Growth – Thoughtful and incremental growth planning will ensure maintaining the quality of existing services; meeting the anticipated growth in demand for these services; expanding these meal and transportation services into underserved areas (Highway 14 Senior Center Initiative); and adding new services (such as case management and chore services).

Strategic Plan Overview

Vision: Healthy, Independent Lives for Seniors

Mission: To deliver quality services to promote the independence and well-being of seniors of Santa Fe County.

Core Values: Our work will be guided and informed by our beliefs and commitments to:

- Respect – we believe all seniors should be treated with respect and dignity.
- Responsiveness – we are committed to being supportive and responsive to individual needs of seniors.
- Hard work - we strive to meet seniors' needs with dedication and focus.
- Kindness – we approach our work with compassionate and caring attention.
- Quality – we strive for excellence in our programs and services.
- Safety – we support the safety and independence of the seniors we serve.

Priority Goals

Our strategy is to provide support to seniors who chose to live at home/in community to support them in maintaining independence and the highest quality of life possible. The following are five priority goals that support us in transforming this vision into reality.

- Goal One: ***Increase the number of seniors served through existing services*** including expansion into underserved areas.
- Goal Two: Increase seniors' ***consumption of healthy foods*** and promote healthy food habits/practices.
- Goal Three: Increase access to ***home-based support services*** to allow seniors to age in place in a safe environment.
- Goal Four: Reduce incidents of ***falls and fall-related injuries*** among seniors.
- Goal Five: Increase seniors' ***social networking and physical activity levels*** to decrease social isolation/promote social engagement.

Population Indicators and Performance Measures

The Senior Services Division has chosen three (3) population indicators that, in concert with our partners, we can impact in a way that contributes to the overall health and well-being of our population of seniors. The Division has aligned its performance measures with both these population indicators and with the goals and indicators delineated in the FY2015-17 Santa Fe County Health Action Plan.

Our priority goals one and two – increasing the number of seniors served through existing services including expansion into underserved areas and increasing senior’s consumption of healthy food and promoting healthy food habits and practices – are in alignment with what may very well be the State’s most important outcome for seniors. The New Mexico Legislature, working on the advice on the Legislative Finance Committee, the New Mexico Department of Finance and Administration, and the New Mexico Aging and Long-Term Services Department (ALTSD), has determined that a “key” outcome measure for the ALTSD’s Aging Network, of which Santa Fe County’s Senior Services Division is a member, is to increase the “percent of older New Mexicans whose food insecurity is alleviated by meals received through the aging network”. This outcome to which so many partners will contribute to is included in New Mexico’s General Appropriation Act of 2015 and it is one for which we will all be held accountable. Collectively and as a community we need to commit to doing our part to ensure that seniors do not go hungry and have a sense for where their next meal is coming from.

Priority goal three – increasing access to home-based support services to allow seniors to age in place in a safe environment – is consistent with New Mexico’s long-standing commitment and investment in home and community-based services (HCBS). For many years, New Mexico has ranked at or near the top of the national rankings for the percentage of its Medicaid long-term care spending allocated for home and community-based services. The SSD shares in this commitment of providing access to services in the least restrictive setting that maximizes independence and affordability by providing transportation services to more seniors and initiating HCBS services such as homemaker, chore and personal care.

Population Indicators

- Percentage of adults who consume five (5) or more fruits and vegetables a day (Indicator identified in Community Health Action Plan, Data Source BRFSS)
- Percentage of Fall-related Unintentional Injury Death Rates Among Adults 65+ Years of Age (Indicator identified by CSD/SSD, Data Source, NM DOH - IBIS)
- Percentage of adults who meet physical activity recommendations (Indicator identified by CSD/SSD)

Goal One: Increase the number of seniors served through existing services including expansion into underserved areas.

Senior Services Actions	Timeline	Responsible	Performance Measures	Funding Source
1.1 Build and staff a new Senior Center on Highway 14 to serve growing population.	2016-2017	CSD & Public Works	Completion of facility; Number of seniors served at Senior Center	County
1.2 Develop and implement a public awareness and outreach program to ensure that seniors know about and use existing services and Senior Centers.	2015-2016	CSD	Number of seniors served Countywide	County
1.3 Provide educational programs targeted to 60-65 age group and others (such as navigating medical insurance/services).	2015-2016	SSD & Community Partners	Number of younger seniors attending education programs and participating in Senior Centers	County
1.4 Explore needs in areas with growing senior population such as Pecos, La Cienega and Hyde Park. Hold public meetings to gather information on unmet needs for future program development.	Ongoing	CSD/BCC	Number of public meetings held and number of seniors who provide input	N/A
1.5 Advocate for expanded Federal and State resources to serve the growing senior population in Santa Fe.	Ongoing	CSD/SSD	Increased funding to support programs	N/A

1.6 Reorganize to best address the need for an enhanced “on-site” senior center presence at Centers with high demand and more efficiently utilize existing staff at Centers with lower utilization rates. (e.g. sharing a cook position between Rio En Medio and El Rancho).	2015-2016	CSD/SSD	Staffing and resource plan completed; Organizational chart completed	N/A
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Goal Two: Increase senior's consumption of healthy food and promote healthy food habits and practices.

Senior Services Actions	Timeline	Responsible	Performance Measures	Funding Source
2.1 Increase the number of home delivered meals to seniors in Santa Fe County.	Ongoing	SSD	The number of meals delivered to homebound seniors increases 10% annually over five years.	AAA, County
2.2 Provide free or subsidized meals to seniors at senior center.	Ongoing	SSD	The number of congregate meals served increases by 5% annually over 5 years.	AAA, County
2.3 Integrate fresh food/produce into meals provided at SFC Senior Centers.	Ongoing	SSD	70% of produce served through senior centers is fresh	No Additional Funding
2.4 Work with Feeding Santa Fe to establish a pilot for the delivery of groceries to home bound seniors.	2015-2016	SSD	25 Seniors receive weekly groceries delivered by Senior Services	No Additional Funding
2.5 Provide educational training to Seniors on nutrition.	Ongoing	SSD	Nutrition education is provided quarterly at all Senior Centers	No Additional Funding
2.6 Support community gardens at Senior Centers.	Ongoing	CSD	Community gardens are established at five Senior Centers	County
2.7 Develop and implement a survey to collect data about whether seniors are adopting healthy food practices.	2016-2017	SSD	Increase in number of seniors reporting that they consume more than 5 fruits and vegetables per day	County

Goal Three: Increase access to home-based support services to allow seniors to age in place in a safe environment.

Senior Services Actions	Timeline	Responsible	Performance Measures	Funding Source
3.1 Increase the units of transportation being provided to seniors to assist them with greater access to medical services.	Ongoing	SSD	The number of transportation units will increase 5% annually over the next five years.	AAA, County
3.2 Develop a pilot project for the provision of home-maker and chore services to serve the frail elderly in Santa Fe County who are living alone.	2016-2017	SSD, CSD	The number of Seniors provided with chore services	AAA, County
3.3 Collaborate with SF County Housing Division on a joint study of housing needs for seniors.	2016-2017	CSD, SSD, Housing	Housing needs assessment	TBD
3.4 Develop a pilot project for the provision of case management services to connect the frail elderly to community based services, including Personal Care Services (PCOs).	2017-2018	SSD	Number of seniors who receive case management services and number of service units; Number of seniors enrolled in PCO services	TBD

Goal Four: Reduce incidents of falls and fall-related injuries among seniors.

Senior Services Actions	Timeline	Responsible	Performance Measures	Funding Source
4.1 Implement evidenced-based Tai Chi programs at Santa Fe County Senior Centers.	2016-2017	SSD	Number of seniors participating in Tai Chi classes	AAA, County
4.2 Develop a program to assess and address home safety risks and home modifications needed.	2016-2017	SSD, CSD	Number of home safety checks	AAA, County
4.3 Develop and implement a survey to collect data around falls and fall-related injuries for those participating in Tai Chi programs as well as the general senior population served.	2016-2017	SSD	Decreased number of seniors reporting falls and fall-related injuries who are participating in the Tai Chi programs	County

Goal Five: Increase seniors' social networking and physical activity levels to decrease social isolation and promote social engagement.

Senior Services Actions	Timeline	Responsible	Performance Measures	Funding Source
5.1 Implement classes such as chair aerobics and exercise classes at each of the Senior Centers.	Ongoing	SSD	Percentage of seniors who report increased activity levels	TBD
5.2 Organize day/field trips at each of the Centers.	Ongoing	SSD	Number of seniors participating in trips	TBD
5.3 Provide educational programs at Senior Centers including arts, crafts, and other areas identified by Seniors.	Ongoing	SSD	Number of seniors participating in classes	TBD
5.4 Pilot a "Walking Club" to increase activity levels utilizing local hiking trails.	2016-2017	SSD	Number of seniors participating in physical activity	TBD
5.5 Develop and implement a survey to collect data on seniors reporting increased physical activity levels.	2016-2017	SSD	Number of seniors reporting increased physical activity levels.	TBD

Acknowledgements

Developing a focused and comprehensive approach to addressing the many needs of our growing and diverse population of seniors cannot be produced or successfully implemented in a vacuum. Absent the participation of our many valued partners, this strategic plan would not be possible. We are on a path, as are our partners, to operating programs that are as effective and efficient as possible and to doing our part to maximize the positive impact that we, collectively, can have on the lives of seniors and those that care for seniors. There are myriad of daunting challenges on this path, including an anticipated exponential growth in the population of New Mexico's seniors. It is worth noting that New Mexico's national ranking in the percentage of its population that is 60+ was 44th among our 50 states in 2010. It is projected that in the next two decades New Mexico's ranking will be skyrocketing into the top ten, with some projections estimating that we will climb to as high as 4th in the national rankings. It is imperative that we work in partnership to navigate the increasingly challenging road before us.

From a methodology perspective, the Community Services Department and the Senior Services Division hosted a community input session and individual meetings with the Board of County Commissioners to solicit ideas about needs and gaps that the County should address in its five-year strategic plan for seniors. Seniors from all seven Senior Centers; Santa Fe County staff; representatives from the Non-Metro Area Agency on Aging (NMAAA); Con Alma Health Foundation; New Mexico Aging and Long-Term Services Department; the Food Depot; and Feeding Santa Fe participated in the community input sessions. Though our pages are too limited to name you all, our gratitude runs deep.

To our many spirited, passionate, and dedicated partners – Many Thanks! We greatly appreciate your contributions, ideas and hopes for the health and well-being of our Santa Fe County seniors.