



San Antonio Area Foundation  
Where Giving and Community Connect

## SUCCESSFULLY AGING AND LIVING IN SAN ANTONIO (SALSA)

PRESENTED BY:  **MORIARTY**  
CONSULTING GROUP

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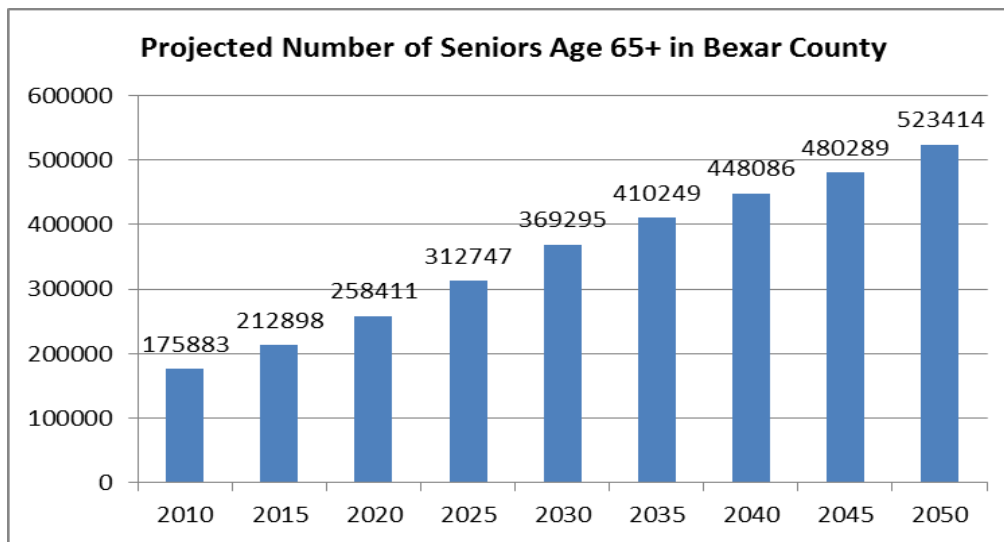
## SUCCESSFULLY AGING AND LIVING IN SAN ANTONIO (SALSA)

Robust community relationships, skilled facilitation, and a depth of quality research and data supported the launch of the SALSA initiative in 2016. Participation was high and the community’s shared commitment to caring for our aging population was evident. Driven by basic demographics and an overriding desire to impact quality of life outcomes, community partners met often and passionately to begin a collective impact process; intended to forever change how we think about growing older and how we care for our older community in Bexar County.

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### BACKGROUND

Recognizing that Bexar County is expecting dramatic growth in its older adult population—***an almost doubling in size in the next 20 years, followed by similar growth rates through at least the year 2050***, provided the impetus for the San Antonio Area Foundation ( the Area Foundation) to create Successfully Aging and Living in San Antonio, or SALSA. The Area Foundation explored 14 potential focus areas and conducted more than 50 community interviews and extensive research into three areas (child welfare, cradle to career, and senior welfare). Its conclusion: the older adult population in the San Antonio area is growing dramatically, and vulnerable subgroups within it are falling through the cracks.



Source: Texas Office of the State Demographer, Population Projections Program

The aim of SALSA is to create a stronger community where seniors thrive and are prized as vital citizens. Given the scope of the initiative’s goal, the Area Foundation committed to partnering with community leaders from the non-profit, public, and private sectors to ensure long-lasting and sustainable impact on the San Antonio area.

In March of 2016, Moriarty Consulting Group (“MCG”) responded to the Area Foundation’s request for proposals to support SALSA and in May of 2016 began the process of using the collective impact framework to convene and facilitate stakeholders that serve, impact, and influence outcomes for the older adult population.

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## INITIATIVE LAUNCH

On June 10, 2016, the SALSA initiative officially launched with a convening of 31 individuals, representing 25 stakeholder organizations. Participants quickly expressed energy and commitment to the initiative’s premise. Collective Impact (“CI”), the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem using a structured form of collaboration, was presented as the initiative’s framework. Several participants shared the following learnings from their experience with CI:

- The process takes longer than you expect and requires significant commitment
- It is important to continue to have leadership from each organization represented
- You must commit to the process
- It’s not about you
- Work is done by the people at the table
- Reward for organizations:
  - Emerging leadership
  - Builds industry capacity
  - Builds training
  - Great data for all
  - Improved quality
- Level of discussion and trust improves over time – becomes tougher and more respectful
- All agencies learn from each other, regardless of size



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## DATA SCANS

Much of the work of the group over the five meetings held between the end of June and October focused on existing data and reports on the demographics and needs of the area’s older population, with presentations from CI:Now, the City of San Antonio Department of Human Services, AARP, and Dr. Lloyd B. Potter, Ph.D., Texas State Demographer. In addition to the outward focus on data, participating organizations created a summary of their own primary services, geographic focus and client definitions, lending weight to a robust conversation supporting the need to collaborate more strategically to better serve the growing older adult population.

Through meetings rich in data and conversation, the group's commitment to work as collaborators not competitors emerged in a spirit of inclusivity. The group articulated the need to slow down and dive deep into data to inform and guide the work.

The group's desire to improve and sustain "quality of life" for older adults became the defining focus for the creation of work groups and the community interview process. As the work continues to unfold, it was agreed that other key elements of the focus of the work will need to be more clearly defined:

- What do we mean by "senior services"?
- How do we agree on terminology? Is "senior" ageist? Is "older adult" more universally accepted?
- Will we expand or contract our focus with Bexar County defined as the initial geographic scope?
- Will we define age parameters as our common agenda and work together unfolds?

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## WORK GROUPS

An August brainstorming session focused on the question: "What are the key elements to maintaining and enhancing quality of life for our older adult population?" The resulting dialogue was the creation of four work groups focused on the following outcome areas:

- Transportation
- Housing and Built Environment
- Caregiver Support and Service Providers
- Socialization/Engagement and Health, Nutrition, and Wellness



Each work group is populated by 6 to 21 members, representing diverse partner organizations. Work groups met three times between September and December. Recognizing setbacks and challenges in supporting the older adult population grounded the work group discussions while an articulation of future opportunities was framed and built on an acknowledgement and appreciation of community accomplishments and assets. In 2017 work groups will conduct research in order to refine and focus the four outcome areas.

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## COMMUNITY CONVERSATIONS

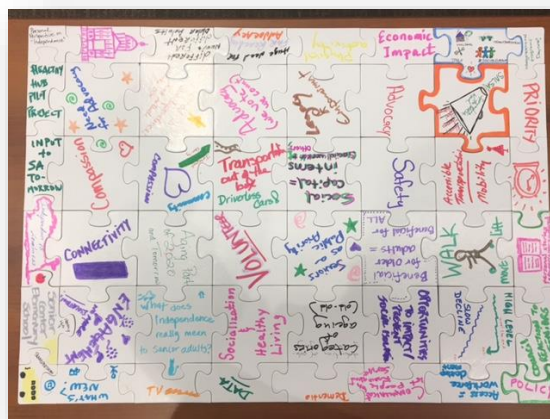
Seeking the voice of our older adults is critical to ensuring equity and inclusion in the collective impact framework. Community conversations took several forms, including the Elder Summit underwritten by the San Antonio Area Foundation -organized by the Sisters of the Incarnate Word, and supported by SA2020 and the Moriarty Consulting Group. On November 4<sup>th</sup>, over 100 older adults participated in conversations about what it means to live life to the fullest as

they age. The Elder Summit, assisted by student recorders and trained facilitators, captured major themes that included social support and engagement, health, attitude, and access to resources.

Additional community conversations were held through individual interviews and focus groups hosted by WellMed at three City of San Antonio Senior Centers, at Methodist Healthcare Ministries Wesley Nurse Program, at the Good Samaritan Community Center, and through community forums sponsored by the Health Collaborative and with Christian Senior Services Senior Companion Program.

By year-end, 357 older adult voices were surveyed. Through the following themes, they told us they want to:

- Be independent
- Be respected
- Spend time with family and friends
- Be active spiritually and in church
- Help others and volunteer
- Keep physically and mentally active and busy doing fun and rewarding things
- Have enough money to cover both basic needs and discretionary expenses
- Live independently in their own home or space
- Be safe from physical and health hazards in the home
- Go where they want when they want to
- Have easy access to cheap/free, reliable, quick transportation
- Have affordable help with basic needs like health care and food
- Have reliable and affordable help with home maintenance/repair, house, and yard work
- Have help with, and regular breaks from, caregiving



The year ended with 52 individuals representing 38 organizations committing to support the SALSA initiative. Over a six-month period, participants provided consistency in leadership, while adding new partners and expanding sector representation.

## OUR CONTINUED WORK

SALSA’s work in 2017 will focus on identifying and prioritizing outcomes needed to support a high quality of life for older adults. We will identify indicators that ground us in where we are now and track whether we are succeeding in the future. We will begin the process of framing strategies and identifying partners and resources. Along the way, we will deepen and expand relationships that build capacity and challenge systems as they are currently designed. We will plan for our growing older adult population by including their voices in all that we do.

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## SUMMARY OF STAKEHOLDER MEETINGS CONVENED

<b>Date</b>	<b>Meeting Focus</b>	<b>Attendees/ Organizations</b>
June 10, 2016	Initiative kick-off and presentation on Collective Impact	31/25
June 27, 2016	Discussion on scope (geographic, age, socio-economic) and overview of Appreciative Inquiry	31/23
July 27, 2016	Agreements on SALSA focus, participant survey results, and discussion	24/21
August 24, 2016	Presentations from City of San Antonio, Bexar Area Agency on Aging and creation of work group structure	32/25
September 21, 2016	Presentation from Lloyd B. Potter, Ph.D., Texas State Demographer	30/24
October- 26, 2016	AARP presentation on the Age Friendly Community Survey for San Antonio	32/25
December 15, 2016	Year-end celebration! Work group reports and next steps, community conversation summaries, 2017 organization structure	32/27

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## 2017 GOALS AND OBJECTIVES

- Form and convene SALSA Steering committee comprised of 10-12, multi-sector leaders who will be responsible for determining SALSA's governing infrastructure and steering the goals and direction of the working groups.
- Convene four SALSA workgroups: Transportation; Housing and Built Environment; Caregiver Support and Service Providers; and Socialization/Engagement, Health, Nutrition and Wellness monthly to research and focus SALSA's collective goals, visions, strategies and shared metrics.
- Conduct and publish research that makes the case for SALSA's collective goals, visions, strategies and shared metrics.
- Finalize SALSA's collective goals, visions, strategies and shared metrics.