



San Antonio Area Foundation
Where Giving and Community Connect



SUCCESSFULLY AGING AND LIVING IN SAN ANTONIO (SALSA)

2017 SUMMARY

SUCCESSFULLY AGING AND LIVING IN SAN ANTONIO (SALSA)

OUR VISION

A community where older adults are respected, thrive and enjoy connected lives.

OUR MISSION

To transform our community by advancing practices and policies that improve the quality of life of vulnerable older adults in Bexar County.

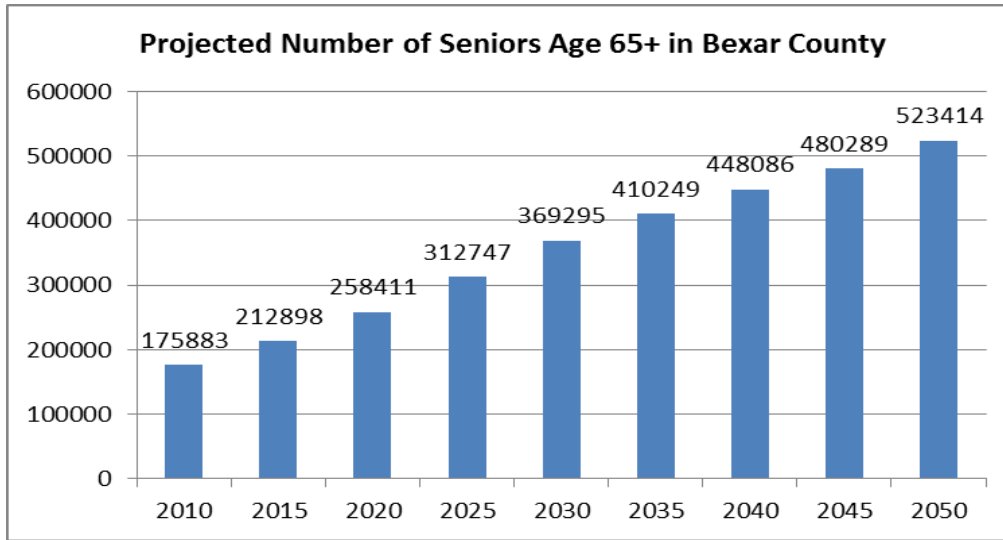
OUR GUIDING PRINCIPLES

- **Embrace aging as a gift** - Older adults are vital citizens, capable of providing significant contributions to the community and the economy throughout their life. Our work will reflect respect for older adults.
- **Plan with the older adult** – We value the lived experiences of all older adults. Our work will include and engage older adults in our planning, decision-making and implementation processes.
- **Advocate and ensure equity** – Multiple systems in our community can create barriers to equitable outcomes for all older adults. Our work will incorporate an awareness of the positive and negative influences that impact all older adults.
- **Connect the community** – When we collaborate, we are more effective. Our work will coordinate and advocate for, plan, identify, provide, and leverage opportunities and resources across our community.
- **Improve quality of life** – SALSA will make a difference. Our work will have a demonstrable and positive impact on the lives of older adults. ⁱ

BACKGROUND

In 2015, using extensive research and conducting more than 50 interviews with community thought leaders, policy makers, and non-profit providers, the San Antonio Area Foundation (the Area Foundation) explored 14 potential focus areas. Through a process of strategic inquiry, the Area Foundation narrowed its focus to three areas, child welfare, cradle to career, and older adults' welfare.

Bexar County's anticipated growth of its older adult population—***an almost doubling in size in the next 20 years, followed by similar growth rates through the year 2050***, provided the impetus to focus the Area Foundation's next strategic initiative resources on older adult welfare, and created Successfully Aging and Living in San Antonio, or SALSA with the support of its board.



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

In June of 2016, the Area Foundation convened a community of stakeholders that included 31 individuals representing 25 organizations.

SUMMARY OF PROGRESS

In 2016, a Steering Committee was formed to create a SALSA governing structure which began to shape and inform our strategic direction moving forward. The Steering Committee played an active role through leadership that provides strategic guidance, vision, and oversight. As part of the governing structure, workgroups were created. Workgroups continued to meet monthly through 2017, focusing on developing shared outcomes that articulated what we learned from older adults' quality of life desires. Much of the year was spent understanding available data and possible indicators that would tell us if we are making progress in sustaining and improving a high quality of life.

At the end of the year, the Steering Committee finalized a 2018 Roadmap grounded in Results Based Accountability (RBA) and it was adopted by SALSA stakeholders at the end of the year. The Roadmap will guide SALSA's work moving forward.

THE METHODOLOGY

Early in its journey, SALSA organized itself around key elements of a collective impact framework. Collective Impact is defined as a framework used to tackle deeply entrenched and complex social problems through a formalized structure that includes identification of a common agenda, shared measurement, mutually reinforcing activities, continuous communication and backbone support.

The Collective Impact methodology's requirement for a single-outcome common agenda proved to be limiting for SALSA. From the start, the group had tremendous energy and a clear vision around a strong quality of life for older people, which they saw as being achievable only by changing *multiple* conditions, not just one.

By the end of the year, SALSA stakeholders grounded themselves in a collaboration model specifically to honor the progress of the workgroups and create a multifaceted approach to address several key issues impacting older adults in our community.

Going forward, SALSA's work will model elements of effective collaboration. The initiative will:

- Have clear expectations about the group's purpose and goals
- Ensure that the convener is perceived as neutral, a distinct value add, and in it for the success of the collaboration
- Get the right people in the room
- Invest in relationship-building
- Have clear governance structures and decision-making vehicles
- Be staffed adequately
- Be prepared to (seek) fund capacity gaps/match tactics with resources
- Communicate the value (tied to the goals) of the collaborative
- Communicate the success and progress of efforts
- Consistently add value to members and the time investment will feel worth the opportunity cost of participating in the process
- Dissolve when it is time – based on goals and demand

Results Based Accountability (RBA)

Consistent across the work was the utilization of RBA. The RBA process begins with developing a shared definition of well-being for older adults and subsequently includes identifying indicators that can track progress, analyzing trend lines to understand how the indicators change over time, and what factors influence their direction. RBA also includes identifying actionable strategies that realize the desired conditions of well-being for older adults. Over the past year and a half, each workgroup has developed and articulated conditions of well-being as elements of quality of life.

In line with RBA, in 2018, after finalizing outcomes and analyzing trend lines, SALSA will explore strategies that include evidence-based practices, promising practices, no cost/low cost solutions that inspire innovation and systemic change. We will continue to build on our best thinking about what works, and include the contributions of many partners, recognizing that no single action by any one organization can create the improved outcomes we want and need.

The RBA framework also introduces the Data Agenda and the Outreach Agenda. These two tools will assist SALSA in being thoughtful and intentional about gathering additional

information and establishing new connections with relevant community stakeholders and initiatives.

WORKGROUPS

Formed in August 2016, each of the four Workgroups created outcomes in 2017 that will be used to guide the work in 2018. Working from guidelines adapted from RBA that stressed plain language and a focus on conditions of well-being rather than programs or services – the desired ends rather than the means – the outcomes were revised as shown in the table that follows.

Two overarching outcomes emerged across all Workgroups in 2017:

- Older adults have the assistance, knowledge, skills, and tools needed to access resources.
- Local policies, plans, and budgets (e.g. Unified Development Code, SA Tomorrow, Vision 2040, city/county budgets) address and prioritize the needs of older adults.

Original Outcomes	Revised Outcomes
Housing and Built Environment Workgroup	
1. Neighborhoods across Bexar County have high-quality, appropriately designed, safe, and affordable independent and assisted/supportive housing for older adults at a variety of price points. 2. Older adults at all income levels have the option to maintain and improve their homes to live in them longer. 3. San Antonio has an increasing number of neighborhoods with high health equity and low disparities where people live longer and healthier.	1. Neighborhoods and housing across Bexar County are safe, affordable and accessible for older adults 2. Older adults at all income levels can live in their homes longer
Caregiver Support and Service Providers Workgroup	
4. The needs of older people and their caregivers are met by an array of well-funded, coordinated, well-known services, including caregiver respite services that allow older people to live in a safe environment. 5. Older people with dementia and their caregivers have dementia-friendly social opportunities and places to go.	3. Persons caring for older adults are recognized and supported in finding balance, meaning, and a good quality of life.
Socialization/Engagement and Health, Nutrition, and Wellness Workgroup	
6. Older people are independent and autonomous without being isolated. 7. Older people have opportunities for engagement.	4. Older adults have opportunities for engagement to avoid isolation.

8. Older people are nourished and healthy in mind, body, and spirit.	5. Older adults are nourished and healthy in mind, body, and spirit 6. Older adults feel confident in their level of independence and decision making. (Note: may be dropped if covered in other workgroup strategies)
Transportation Workgroup	
9. Older adults in all parts of the county have equitable access to a variety of affordable, accessible, spontaneous and appropriate transportation options that allow them to go where they want, when they want. All options should be tailored by individual abilities to include point to point, curb to curb, door to door, and door through door.	7. No changes at this time

SUMMARY OF STAKEHOLDER MEETINGS CONVENED AND PARTICIPATION

Date	Meeting Focus	Attendees/ Organizations															
Workgroups:																	
January – September, 2017	Four Workgroups met monthly to discern outcomes and indicators:	40/37															
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Workgroup</th> <th style="text-align: center;">Membership</th> <th style="text-align: center;">Avg. Attendance</th> </tr> </thead> <tbody> <tr> <td>Housing</td> <td style="text-align: center;">6</td> <td style="text-align: center;">67%</td> </tr> <tr> <td>Transportation</td> <td style="text-align: center;">11</td> <td style="text-align: center;">74%</td> </tr> <tr> <td>Caregiver</td> <td style="text-align: center;">8</td> <td style="text-align: center;">88%</td> </tr> <tr> <td>Socialization</td> <td style="text-align: center;">15</td> <td style="text-align: center;">65%</td> </tr> </tbody> </table>		Workgroup	Membership	Avg. Attendance	Housing	6	67%	Transportation	11	74%	Caregiver	8	88%	Socialization	15	65%
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June 29, 2017	Consolidated Workgroup meeting for the purpose of sharing draft outcomes and learning the turn the curve methodology	31/29															
Steering Committee:																	
March 17, 2017	First meeting of the Steering Committee. Focus included the review and adoption of a Steering Committee statement of roles and responsibilities and brainstorming of guiding principles	12															
May 5, 2017	2017 Scope of Work reviewed and guiding principles final draft was created	8															

Date	Meeting Focus	Attendees/ Organizations
June 7, 2017	Co-chairs announced, decision structure discussed, update on outcomes and indicators and review of process for June 29 th consolidated meeting were discussed	9
August 9, 2017	Adoption of guiding principles, review of scope of work progress and announcement of budget process was shared	9
September 6, 2017	Design of Steering Committee retreat, identification of additional partners, budget update and formulation of December stakeholder meeting intent was discussed	11
October 12, 2017	Pre-planning and document review in preparation of Oct. 25 th retreat	13
October 25, 2017	Annual retreat of Steering Committee members for the purpose of reviewing progress and prioritizing the initiative's continued focus. The retreat included guest speakers from the City of San Antonio, Dept. of Planning and Community Development and Methodist Healthcare Ministries	14
November 20, 2017	Reflection on Oct. 25 th retreat led to a move away from Collective Impact and towards a collaboration model using Results Based Accountability. The meeting included the beginning of the formation of a vision statement and the appointment of two ad hoc committees: Vision and 2018 Scope of Work	11
December 8, 2017	Adoption of mission and vision statements and creation of 2018 Roadmap document	9
Community Stakeholder Convening:		
December 15, 2017	Year-end celebration! Announcement of collaborative structure, mission and vision statements and 2018 roadmap	35/32

OUR CONTINUED WORK

In 2018, SALSA will finalize its outcomes, identify key indicators, prioritize strategies, and launch the actions needed to maintain and improve the quality of life for older adults. We will also develop a sustainability strategy, identifying needed partners and resources. SALSA will finalize its infrastructure to ensure that the initiative is supported by a strong foundation for meaningful partnership and leadership.

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.

2018 GOALS AND OBJECTIVES

- Convene SALSA Steering committee comprised of multi-sector leaders who are responsible for determining SALSA's governing infrastructure and steering the goals and direction of the working groups.
- Convene four SALSA workgroups monthly to focus and formalize SALSA's collective goals, visions, strategies, and shared metrics.
- Finalize SALSA's collective goals, visions, strategies, action plans, and shared metrics.
- Monitor progress on action plans and short-term progress measures and correct course as needed.

2017 PARTICIPANTS

Steering Committee:

Alvin Loewenberg, Co-Chair
Michelle Lugalía-Hollon, San Antonio Area Foundation, Co-Chair
Rebecca Brune, San Antonio Area Foundation
Kimberly Collins, City of San Antonio, Dept. of Planning and Community Development
Eric Cooper, San Antonio Food Bank
Annie Erickson, AACOG
Heather Finerghty, Meals on Wheels
Elizabeth Lutz, Health Collaborative
Monica Martinez, Bexar County
Dr. Becky Powers, UTHSCSA/VA (GRECC)
Lisa Rodriguez, AARP
Barbara Witte-Howell, Joint Commission on Elderly Affairs
Melody Woosley, City of San Antonio, Dept. of Human Services
Carol Zernial, WellMed Charitable Foundation/WellMed Medical Management

Workgroup Members:

Housing and Built Environment

Kathleen Jordan, Jewish Family Services
Alvin Loewenberg
Elizabeth Lutz, Health Collaborative
Lisa Rodriguez, AARP
Richard Milk, San Antonio Housing Authority
Barbara Witte-Howell, Joint Commission on Elderly Affairs

Transportation

Rosie Castro, AARP
Dawn Dixon, CONNECT+ABILITY at Warm Springs
David Frost, VIA Metro Transit
Doris Griffin, Jefferson Outreach for Older Persons
Michelle Lugalía-Hollon, San Antonio Area Foundation
Franki Martin, Presa Community Center

Pat Ogle, NESA
Lady Romano, United Way
Donna Teall, AACOg
Jane Thomas, Ride Connect Texas
Bri Valdez, Jefferson Outreach for Older Persons

Caregiver Support and Service Providers

Gloria Arriaga
Christina Avena, Grace Place
Debbie Billa, WellMed Charitable Foundation/WellMed Medical Management
Annie Erickson, AACOg
Dr. Lyda Arevalo Flechas, South Texas Veterans Health Care System -GRECC
Ginny Funk, Alzheimer's Association
Maria Wellisch
Vinsen Faris, Meals on Wheels

Socialization, Engagement, Health, and Nutrition

Margaret Barron, Alzheimer's Association
Jennifer Cook, Good Samaritan Center
Molly Dupnick, Kronkosky Foundation
Heather Finerghty, Meals on Wheels
Melinda Galvan, UT Health
Timothy Gonzalez, UT Health
Darryl Greer, Catholic Charities
Vanessa Jimenez, YWCA
Saul Levenshus, Barshop Jewish Community Center
Dr. Kellen Kee McIntyre, Bihl Haus Arts
Sandy Morander, YMCA
Yolanda Perez, COSA DHS
Dr. Becky Powers, UTHSCSA/VA (GRECC)
Brenda Schmachtenberger, OASIS
Carol Zernial, WellMed Charitable Foundation/WellMed Medical Management

ⁱ The, vision, and guiding principles were finalized in 2017 and the mission was finalized through a consensus process in February 2018.