# Senior Strategic Plan

**Adopted by Summit County Council, November 30, 2011**
**Adopted by Park City Council, December 8, 2011**

## I.   Introduction

What follows is a multi-year plan to address the program needs of Senior Citizens in Park City and Summit County.  According to the 2010 Census, close to eight percent of the Summit County population are aged 65 and above.  There are 2,768 in that age bracket and 24 percent of that total, or 653, live within the city limits of Park City.

The breakdown by age groups is as follows:

|                      | 1990 | 2000  | 2010  |
|----------------------|------|-------|-------|
| **Park City**        |      |       |       |
| 65 to 74 years       | 105  | 226   | 481   |
| 75 to 84 years       | 36   | 47    | 138   |
| 85 years and over    | 7    | 29    | 34    |
| **Total 65 & Older** | **148** | **302** | **653** |
| Percent of SC Totals | 17%  | 21%   | 24%   |
| **Summit County**    |      |       |       |
| 65 to 74 years       | 526  | 993   | 1945  |
| 75 to 84 years       | 315  | 350   | 633   |
| 85 years and over    | 51   | 110   | 190   |
| **Total 65 & Older** | **892** | **1,453** | **2,768** |

There are many services available to the Senior Citizens in Summit County, including but not limited to:  three Centers that provide meals and activities; a variety of medical and social services provided by the Mountainland Association of Governments (MAG); and more services provided by other providers as well.  Only five percent of the Seniors in Summit County are active in one or more of the three Senior Centers.  Seniors active in the centers tend to be in their 70's and higher; most are retired; many volunteer with local nonprofits from the Hospital to the Performing Arts Foundation and even to serve as drivers to assist other seniors to get to appointments and event; some are physically active skiing, playing tennis, and hiking.

In recent years, a number of citizens have raised concerns about perceived gaps in services with a special focus on the housing needs and assisted living needs of many seniors.  Most of the information was anecdotal and therefore, the City and County partnered to complete a survey of issues and needs in 2009.

The results of the survey were a key reason for the development of a working group to look more closely at the findings, review existing services and programs, analyze critical gaps in programs and services, and create a plan for filling gaps in services over a five to ten-year window.

The plan is laid out as follows:

- Section II is the background leading to this plan;
- Section III identifies the key findings from the 2009 survey, data from other studies, and identification of the gaps in programs and services from the work completed by the working group;
- Section IV is recommendations of goals to meet the gap in services and programs; and
- Section V is an implementation plan and timeline to meet those goals.

## II. Background

During the past 10 years, the programs offered to the seniors have changed. A majority of the programs work through the three Senior Center locations: Kamas, Coalville and Park City. While the need for a place to get a nutritious meal and interact with others is very important, the seniors are also seeking other opportunities to be active and involved.

The Centers are currently open two days a week for lunch and activities and each Senior Center is requesting information about additional programs to propose to their participants. This enables the Centers to offer healthy lifestyle choices to their members. In some cases, other programs may also open the doors of the Centers on additional days adding to the activities for the seniors. A diversity of programs can enhance the 'image' of the senior programs creating an interest for others to join.

The seniors at the Centers embraced the opportunity to complete the 2009 survey, both to keep current programming funded as well as to spur future enhancements. Although many participants are proud of the Centers, it is understood that there are many seniors who do not participate. This is a challenge experienced by all senior programs in the three counties served by Mountainlands Association of Governments (MAG): how to engage more eligible seniors.

Park City Municipal Corporation has received feedback from citizen groups that there is local concern regarding the lack of senior housing options in the region. A special citizen's petition presented to City Council in their annual visioning session spurred a 2009 survey to analyze housing needs. Key findings from the survey are included in item III below.

Summit County is in the process of collecting information in a number of ways that will also inform the outcome of this plan. The County is in the process of completing the following:
- A County-wide environmental scan,
- Health Department strategic plan,
- A citizen's survey, and
- With the assistance of the University of Utah a County-wide strategic plan.

All of the above will provide additional information that will assist in improving senior programming.

## III. Current Status of Senior Services

Following the Park City Council's visioning session in January of 2009, staff conducted a community-wide survey of the issues facing and concerns felt by persons aged 55 and above. The survey was conducted in partnership with Summit County in order to gather data from residents of the entire county. The goals of the process included the following:

- Solicit input from City and County residents ages 55 and above,
- Determine what programs, activities and resources are currently being utilized,
- Determine what additional programs, activities and resources are needed,
- Conduct an initial assessment of the need for affordable housing for seniors, and
- Begin to assess the nature of the existing market for smaller, downsized-type housing options.

### A. Summary of Survey Responses

Below are key findings discovered through the 2009 survey. Over 300 completed surveys were collected via hard copy and electronic submissions for a return rate of 14 percent of the Summit County population aged 55 and over.

1. Information dissemination seems to be an unmet need. A total of 122 (43%) respondents indicated that "Knowing where to turn for information on benefits and services for seniors" is a problem.
2. A variety of sources are currently used to access information about senior services and programs. The most highly used sources are family and friends, phone book and newspaper. The internet and Senior Centers are also used a lot.
3. A majority of the respondents are currently highly self-sufficient with little need for services that are typically available for senior populations. A small number of people receive daily care such as personal care and meal preparation. On occasion respondents expressed a need for assistance with yard work and home maintenance, management of personal finances, housekeeping or household chores, and getting to appointments.
4. A total of 48 respondents (16%) are care-givers for someone in their household and indicated a need for better information about services for caregivers
5. A total of 42 respondents (15%) indicated that finding affordable housing was frequently or sometimes a problem. Although this issue does not seem to be at critical levels, a small number of affordable housing units for seniors might need to be included in future developments.
6. An evaluation of services commonly available for seniors, indicated that respondents feel that the most important services in order of highest number of votes, are:
   - transportation,
   - recreational & exercise programs,
   - home maintenance and repairs,
   - maintaining social ties,
   - access to health care information, and
   - help in accessing medical benefits.

7. A total of 46 (15%) respondents indicated that they would likely move in the next five to ten years. Most of these respondents indicated that a move was likely because of "snow and the difficulty in getting around" or "the need for smaller housing options".
8. A total of 65 (50% of those who answered the question) respondents indicated that they would have to move at some point to downsize to a smaller housing option.
9. A total of 108 (37%) respondents indicated that it was "moderately or highly likely" that they will need an assisted living facility. And a total of 94 (42% of those that

responded) felt that they would need to move to such an arrangement in the next five to ten years.

### B. Key Findings
The following items are highlighted based on the number of respondents that emphasized these needs and/or issues.

1. Information about services and programs available for seniors and their caregivers is not widely disseminated and there is a real need to increase amounts of information as well as expanding how it is distributed.
2. In order to allow seniors to age in place, there is a need for in-home assistance such as with yard work, home maintenance, personal finances, housekeeping, household chores, and transportation;
3. The available services and programs that are most important to the survey respondents are: transportation, recreational and exercise programs, home maintenance and repairs, maintaining social ties, access to health care information, and help in accessing medical benefits; and,
4. There is a need to begin providing a small number of housing options so that seniors can "downsize" their homes and age in place.

### C. Working Group
In the fall of 2010, a Senior Issues Working Group was formed to begin the process of analyzing the survey findings and developing recommendations for a strategic plan to address the issues and gaps in service.   Below is a listing of services currently in place as well as a chart of programs provided by the Senior Centers located in the County.

F. <u>Mountainlands Association of Governments Aging and Family Services Department</u>
- Chronic Disease Service Management Plan (CDSP), a 6-week workshop with hands-on training for people with chronic diseases (funded through a grant).
- Two caregiver support groups:  Coalville and Elk Meadows.
- Health Fair held once-a-year
- Appreciation dinner for caregivers once-a-year
- Five in-home health programs:  III-B (assisting seniors with organic brain disorder to remain in their homes; HCBA (Community Based Assistance program also referred to the Alternatives Program – provides in-home care to help seniors remain in their homes); Aging Waiver; New Choice Waiver;  NCSP (Respite Program);  Waiting list services; Local intake/info packets, and Meals On Wheels
- Chore Service (snow removal, etc.) through the Inmate Program
- Senior Health Insurance Information Program (SHIIP - helps with Medicare)
- Retired Senior Volunteer Program (RSVP) & appreciation dinner
- Information Referrals
- Distribution of Ensure (health supplement drink)
- Community Resource Booklet
- Free legal assistance
- Durable medical equipment
- Home visits by the Alzheimer's Association to train caregivers
- Adult Protective Service Worker

- Weatherization services through a Federal Housing Program

    B. <u>Other Services Provided by Private Entities</u>
- Elk Meadows Assisted Living in Oakley provides daycare, respite and assisted living services
- Community Action Program Services based in Provo provides locations for food pick up from their food bank and also provides financial assistance with heating bills.
- Fee for service programs to assist people to stay in their homes such as Applegate Homecare & Hospice.
- Hi Mountain Drugstore in Kamas provides home delivery for seniors.

There are three Senior Centers located in Summit County. They are located in Park City, Coaville and Kamas. Each one provides programming, some services and meals on select days of the week. The activities and services are summarized in the following chart.

| | Coalville | Kamas | Park City |
|---|---|---|---|
| **Hours** | 9:30am-3:30pm | 11am-3pm | 11am-3pm |
| **Meals Offered** | Twice a week, Wed & Fri | Twice a week, Mon & Thurs | Twice a week, Mon & Thurs |
| **Number of Meals** | Wed-50 meals, Fri-33 meals | 35-40 2 times/week | Sum-45, Winter- 30 |
| **Games Available** | Cards, Pool, Puzzles | Cards, Pool | Cards, Pool, Puzzles |
| **Health Check (blood sugar/pressure, bone density)** | Once/month | 2 times/month | One time per month |
| **Happy Feet (Podiatrist Visit)** | Every 60 days | NA | NA |
| **Monthly Activity** | Yes | Yes | Yes |
| **Exercise Classes** | NA | NA | Yes |
| **Bingo** | Yes | Last Thursday of the month | NA |
| **Quilting** | Yes | NA | NA |
| **Band & Singing** | Yes | NA | NA |
| **Board Officers (President, Vice President and Secretary)** | Paid | Paid | Paid |
| **Officers and Board Term Length & Meetings** | 2 years<br>Monthly Meetings | 2 years<br>Monthly Meetings | 2 years<br>Monthly Meetings |
| **Membership** | 60 paid and 40 inactive | 61 paid and 22 inactive | 75 paid and 25 inactive |
| **Transportation** | Once a month for shopping, prescriptions, groceries | Meals at Sr. Center, shopping, prescriptions, groceries | Through PC Transit, Mobility Bus |
| **Buildings** | Summit County owns building and maintains everything – need a maintenance agreement | Kamas owns building. County pays for cleaning etc. Need maintenance agreement | Park City owns building, County pays for cleaning, both County and City pay for upgrades/repairs, etc. Need maintenance agreement |
| **Complimentary Use of South Summit Recreation Center** | Yes-60+ | Yes-60+ | Yes-60+ |
| **Companion Services** | NA | NA | Yes |

**D. Current Gaps in Senior Services**
The 2009 Senior Services Survey conducted in October of 2009, Housing Market Survey completed in 2010 by University of Utah Business and the Summit County Senior Services Working Group, have identified the following gaps in service:
1. More information and better distribution about current services;
2. A small number of units that would enable people to "downsize" their households, both market rate and affordable options;
3. A plan for some form of additional assisted living units in the next five to ten years;
4. More links between senior housing and community facilities;
5. Better accessibility in old & historic buildings;
6. More "aging in place" programs such as a social or Senior Companion Program, both paid and volunteer (perhaps with help from high school students);
7. Additional volunteers for transportation with vehicles provided by Summit County;
8. Enhanced programming at Centers in order for a wider audience to utilize the space – perhaps through local newspaper articles, ads, senior center newsletters and brochures; and
9. A partnership program with high schools and other community programs to gain access to more community service volunteers.


IV. **Recommendations**
   **A. Establish a More Effective Communication Program** – this includes items such as:
- determine best source(s) of information for seniors;
- establish wider distribution of information about current programs;
- design, printing and distribution of brochures or pamphlets;
- utilize the web through a Facebook page, SC and PC websites with links to other important websites such as Medicare, etc;
- target mailings and a special newsletter;
- establish a presence at community events such as SC fair parade and PC 4$^{th}$ of July Parade, Oakley Rodeo, etc.;
- create a variety of sources of information that provide a consistent message about programs and services;
- develop a Summit County/Park City resource guide;
- create monthly newsletter articles for caregivers;
- write regular features in the Park Record and the Summit News;
- provide better information in doctors offices and clinics that cater to seniors; gardening project;
- assist with Medical and Insurance Issues – workshops and training programs to assist in the interpretation of Medicare bills, services and policies;
- provide a list of discounted services and programs provided by MAG, Summit County, local pharmacies, and People's Health Clinic;
- utilize County Health Department professionals to conduct healthy living workshops; and
- improve education regarding the changing healthcare environment;

B. **Encourage Wider Participation in Senior Programming** – establish a wider diversity of programs to attract more participation, for instance:
- special library day once a month;
- coffee house meeting days;
- book clubs, walking groups; group exercise programs, legal/financial management services;
- daycare programs to give care-givers a break;
- education series on medical issues in partnership with Summit County Health Department;
- computer classes;
- hobby classes (knitting, arts, pottery, etc.);
- senior discounts at local health clubs and pools;
- special events such as a 40's dance or square dance;
- partnership programs with daycare centers, hospitals, and local schools to provide volunteer opportunities for seniors to interact with infants, children and youth; and
- senior center exercise programs with Silver Mountain Sports Club, the Racquet Club and/or Basin Recreation programs.

Conduct a comprehensive assessment of the current facilities to establish a plan for upgrading and enhancing the centers and/or adaptation of older buildings for greater accessibility to ensure that everyone who wants to is able to participate.

C. **Aging in Place Programs –** establish a companion program or a "village concept" to assist seniors in caring for themselves and their homes. Also expand the Summit County prisoner assistance program to help seniors with household chores and increase County involvement in the RSVP program (a program administered by MAG).

D. **Housing –** work with city and county planners to review development proposals for assisted living facilities and to ensure that a small number of "downsizing" units appropriate for seniors are included in future development plans such as Park City Heights.

E. **Transportation –** improve number of transportation assistance options for seniors and explore ways of providing this service – potentially outsourcing to the private sector.

## V. Implementation Plan

**Assignments and Timeline**

**Year One Priority – November, 2011 to October 2012:**

**Goal I.     Information Dissemination:** Establish an effective communication program.

I.A. Objective: Information on senior services, programs and resources needs to be more available, in a number of formats as well as from multiple sources.

I.B. Objective:  Ensure that a much higher percentage of seniors in Summit County and Park City are well-informed of all available services and programs.

Strategies:

1. Create a cumulative service and program directory for Summit County and Park City:  *Park City Sustainability staff will take the lead with assistance from Summit County staff and the Mountainlands Association of Governments to design and print a rack-card/bookmark-style handout to be distributed throughout the region. Distribute to doctor's offices and pharmacies as well as other places frequented by Seniors.*
    i. Timeframe:  Completed and ready for distribution by March 31, 2012.
2. Place articles in local newspapers on a regular basis: *Senior Issues Working Group will compile a list of volunteers and create a calendar of assignments to share responsibility for submitting monthly articles to the Summit County News and the Park Record.*
    i. Timeframe:  Calendar set and submissions begun by March 31, 2012.
3. Create a special monthly newsletter for seniors: *Summit County Staff will take the lead with assistance from Park City Sustainability Staff to oversee a monthly newsletter compiled by the Senior Issues Working Group.*
    i. Timeframe:  Developed and ready for distribution by March 31, 2012
4. Provide updates, program and services news as well as listings of resources via email and social media: *Senior Issues Working Group will identify a member or two from each Senior Center to establish a social media program such as a facebook page and develop regular email updates.*
    i. Timeframe:  To be launched by March 31, 2012.
5. Provide notes and reminders in utility bills; -- *use only for emergencies or critical notices.*
6. Educate senior population about recycling, trash pick-up and medication disposal (County trash & recycling arrangements are changing in June of 2012): *Summit County Staff will take the lead and Park City Sustainability Staff will assist to utilize Senior Center Boards to distribute announcements and do educational workshops on the trash/recycling service in the Count.*
    i. Timeframe: Begin education efforts by March of 2012.
7. Work with churches to circulate information to their senior members: *Summit County Staff will take the lead and Park City Sustainability Staff will assist in meeting with church leaders about creating a strategy and timeline for this effort.*
    i. Timeframe: complete meetings by July of 2012.
8. Educate senior population about heating bill assistance available through MAG: *Summit County Staff will take the lead with assistance from Park City Sustainability Staff to utilize Senior Center Boards and their networks to make sure all seniors in need have applied for the heating bill assistance program by December of 2011.*
    i. Timeframe: complete by December 31, 2011.
9. Ensure that Seniors know of the County-wide Emergency notification program and that they are signed up for the Reverse911 and 211: *Park City*

*Sustainability Staff will take the lead with assistance from Summit County Staff and working with Park City's Emergency Management office, Summit County Emergency Services, Mountainlands Association of Governments and the Summit County Sheriff's office to ensure that notice has gone to all Seniors of the emergency notification system and that as many of them are signed up as possible.*
  i. Timeframe: Complete initial assessment by July, 31 2012.


**Year Two and Three Priorities – November, 2012 to October 2014:**

**Goal II.    Program Participation:** Expand program and service options and number to encourage wider participation.

  II.A.   Objective:  Enhance programming at Centers in order to provide a diversity of options and attract a higher number of seniors – especially younger seniors.
  II.B.   Objective: Enhance off-site programming to provide a greater number of activity options throughout the region.
  II.C.   Objective: Ensure a more welcoming atmosphere in all Senior Centers for new members and younger seniors.
  II.D.   Objective:  Ensure that current facilities are in optimum condition.

  Strategies:  *Establish a Senior Issues subgroup to work on these efforts.*
                i. Timeframe:  Establish by August of 2012.
      1.  Develop partnerships with community entities to gain access to additional programming and resources – such as Silver Mountain Sports Club, Basin Recreation Center.
      2.  Work with Summit County Health Department to conduct a medical education series.
      3.  Inspect all Senior Center facilities for current condition of structure, appliances, electrical, plumbing, etc. and draw up a wish-list to repair and renovate facilities to meet current ADA codes and make the buildings more user-friendly.


  **Goal III.   'Age-in-Place' Programs:**  Explore "Aging-in-Place" programs to find a feasible fit for Summit County and Park City seniors.

  III.A.  Objective:  Help Seniors stay in their homes as long as possible.

  Strategies: *Begin work on this by meeting with MAG representatives to discuss expanded use of MAG age-in-place programs in Summit County and to review the following list of strategies.*
                i.    Timeframe:  Hold initial meeting by August of 2012.
      1.  Explore the feasibility of launching a "Companion" or "Village" program.

2. Work with high school students to gain access to more 'community service' volunteers.
3. Organize a Senior Volunteer program to assist seniors in helping seniors.
4. Expand existing home repair and maintenance program provided through County prison- perhaps utilizing juvenile service agencies & Home Depot employees.
5. Expand the existing RSVP program through Mountainland Association of Government's Aging Services Office.
6. Assess the Feasibility of establishing an Adult Day Care program.

**Goal IV. Housing:** Facilitate the development of more housing options for seniors.

IV.A. Objective: Ensure that there are an adequate number of well-managed assisted living/long-term care units available to aging seniors as they need them.

IV.B. Objective: Ensure that over the next five to ten years, up to 20 smaller units are developed in a variety of styles (detached, condos, townhomes, etc.) for senior households wanting to downsize from larger houses.

IV.C. Objective: Ensure that one to three of the units built in each of the future affordable housing developments are targeted for seniors.

Strategy: *This work will begin with a meeting organized by Park City Sustainability Staff and assisted by Summit County Staff of City and County planning staffs to share information about Senior Housing needs and review any projects in the pipeline that can serve senior populations and review the following list of strategies.*

   i. Timeframe: Hold initial meeting by August of 2012.

1. Work with City and County planning staff to ensure that in five to ten years a "continuum of care campus style" development of modest proportions is planned to meet growing assisted living/long-term care needs (20-25 units total).
2. Work with City and County planners to ensure that future residential developments include units that are suitable for senior households wanting to downsize (both affordable and market options). Three to five units are needed per year.
3. Assist planners in integrating regulatory language into the General Plan addressing the "senior downsizing unit" concept.

**Goal V. Transportation:** Improve the number of transportation assistance options.

V.A. Objective: Ensure that seniors have access to transportation when and where they need it.

Strategy: *Begin work on this with a meeting coordinated by City and County staff with Kent Cashel and Kevin Callahan and review strategies listed below.*

   i. Timeframe: Hold initial meeting by March of 2012.

1. Work with current volunteers and paid Senior Center providers to develop a plan for expanded transportation using both volunteers and paid contract employees where possible.
2. Work with Park City Transportation Department to develop an expanded service component for seniors.

**Goal VI. Staffing:** Assess feasibility and devise a plan for funding a full-time position to oversee Senior programming for both the County and the City.

        i.      Timeframe: Assess annually beginning with July 1, 2012.

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