

Otero County-100% Community Initiative and Services Depot

Ensuring 10 Vital Services for Surviving and Thriving
for all county residents

A model for COVID-19 recovery, rural health, education, job
readiness and economic stability

Strategic Plan

September 2020



Executive Summary

COVID-19 and the consequential economic disruption has served as a catalyst for leaders in New Mexico to examine stark challenges endured by children, families, students and all residents. While many of these challenges are long-standing with complex history, some are new as the pandemic and economic disruption destabilize our residents, especially our vulnerable populations. Those living in rural New Mexico face seven interrelated crises, impacting the physical, emotional and economic health of families and all residents, that require a data-driven, systemic and sustainable solution. The seven crisis NM is currently facing:

1. **The COVID-19 pandemic:** A viral pandemic is still revealing its magnitude and severity, revealing how vulnerable all of us are to new viruses of varying severity. The current pandemic has revealed the fragility of our health care systems, as well as health disparities.
2. **Local economic disruption:** A freezing of entire industries as we entered into prudent self-distancing is creating an economic downturn of unknown proportions. Some jobs may have disappeared entirely, others have been greatly diminished, while entire sectors have changed from face-to-face delivery to ones where services are delivered online.
3. **Lack of capacity:** Lack of government and non-governmental infrastructure impact local capacity to address the growing demand for assistance in services for surviving and thriving (medical care, mental health care, food, housing, transport education, early childhood programs, mentorship and job training).
4. **Existing challenges increase:** Long-standing health and safety challenges are increased by the health and economic disruption, including adverse childhood experiences, trauma,

maltreatment, domestic violence and substance misuse — all requiring local community services that may not exist.

5. Digital divide: Large segments of populations are without access to online resources: telemedicine, options for working remotely, and online education and training options.
6. Emergency response requires alignment: Promotion of alignment between County, city and community agencies, including emergency management, is necessary.
7. Local leaders facing unprecedented problems: Elected leaders in city, county and school government face unprecedented challenges and crises. Many leaders need to be equipped with resources and training that will help them meet the needs of their communities.

A Groundbreaking Project:

The Otero County 100% Community and Community Services Depot will address these unprecedented and intersecting challenges through a data-driven cross-sector and technology-empowered process, supported with technical assistance from experts in the fields of continuous quality improvement, collective impact, adaptive leadership and technology.

100% Community Initiative

Background

For decades, NM public health has tracked a variety of costly social challenges including substance misuse, suicidal ideation, domestic violence, sexual assault, child maltreatment, adverse childhood experiences (ACEs), school drop out, unemployment and teen pregnancy. These data, housed on the NM Dept of Health IBIS website have not, until now, served as a catalyst for developing a countywide system of health, safety, education and job readiness. NM has not lacked for data, instead it has lacked a local coordinated process of continuous quality improvement that uses data to identify and address the gaps in vital services shown to prevent health, education and employment challenges. With this initiative, an advanced coordinated process of continuous quality improvements can be supported. By identifying gaps in vital services, local stakeholders can fulfill needs in health, education and employment. Anecdotal evidence from Dona Ana County, in a small sample of high school students, suggests that ACEs, including ten forms of abuse and neglect, are at epidemic rates. Many of our rural students and families may be enduring the consequences of ACEs which include trauma, substance misuse and physical and mental health challenges.

Hypothesis

By ensuring (forming county and city partnerships and community - collaborative system - collective vision) that 100% of county residents have access to ten vital surviving and thriving services including health care and education aligned with the job market, we can increase physical and mental health, safety, resilience, student achievement, family stability, and job readiness and community economic growth. We can also decrease adverse childhood

experiences (ACEs), trauma, substance misuse, social adversity, low school achievement and lack of job readiness.

7 Promising Outcomes in Response to 7 Crisis

1. **Public health crisis prevention and care:** As each state and locality learns valuable lessons from the COVID-19 pandemic, where gaps in care exist, state and local leaders strengthen health care and create a seamless system to ensure timely care to address current challenges and future public health crises.
2. **Local economic development:** Each state and locality learns from the economic disruption of 2020 and the crash of 2008, with each city hall developing a robust city-county Department of Economic Innovation and Development to support crisis-proof economies.
3. **Ongoing capacity-building:** County and city governments collaborate to create a local government program that focuses on identifying gaps in ten vital surviving and thriving services. It ensures that all local department and non-governmental agencies work to create a seamless system of care and safety.
4. **Historical health and safety challenges addressed:** All local government and non-governmental agencies, working in collaboration with higher education, public schools and public health, commit to ending long-standing challenges that include health disparities, education disparities, adverse childhood experiences, substance misuse, violence and historical trauma.
5. **Digital divide disappears:** A public-private partnership ensures that all areas of the state, across each county, have access to the internet — and all residents can access it for

telemedicine, remote education, remote work options, training, job interviews, and all job readiness and placement activities.

6. **Education aligns with the job markets:** Refine education systems, from pKK-through college, to ensure effective learning that prepares residents for work in fields that seek employees.
7. **State and local leadership empowered by data and collaboration:** State, county and city leadership develops unprecedented levels of collaboration to ensure the health, safety and resilience of all state residents.

Purpose

Strengthen partnerships between city and county government to build the capacity of each community within a county's borders to create a seamless and networked countywide system of care, safety and education for 100% of residents.

Goals

- Educate local elected leaders and stakeholders on the need for and benefits of ensuring that all residents have access to the ten services for surviving and thriving.
- Develop a hub (the Community Services Depot-Walk-in Center) for support and competency-based online learning for county leaders in ten vital surviving and thriving service sectors.
- Use continuous quality improvement (CQI – Assess, Plan, Act, Evaluate) to improve quality of and access to ten vital services shown to strengthen families.

Five Interrelated Strategies

Strategy 1: We survey county residents and identify local services and gaps. The 100% Community Survey identifies to what degree county residents have access to the ten vital services for surviving and thriving-including health care and job training. We do an assessment of ten “surviving and thriving” service sectors and their capacity to serve 100% of county residents in all communities.

Strategy 2: We determine needs and action plans. We use the four-phase framework of continuous quality improvement (assess, plan, act, evaluate) to address service gaps and create user-friendly systems of health, education and empowerment. We are in a constant state of assessment and evaluation, measuring our capacity to meet the needs of residents through responsive services and ongoing education for all ages.

Strategy 3: We’re a place to find solutions. We create a community services depot, a place on campus and online where residents of all ages may find solutions related to parent support, housing, food, transportation, health, safety, education, mentorship, job readiness and economic development. Guided by the book 100% Community, we convene stakeholders from the ten sectors for surviving and thriving to decrease disparities and increase effective services and user-friendliness.

Strategy 4: We’re a local communications network. We produce content including radio, podcasts, videoblogs, social media, blogs, and websites to showcase local solutions and innovation. Our local messaging supports a robust local system of public awareness and education, guiding residents to learning opportunities, services and solutions.

Strategy 5: We're an engine for problem-solving. We are a model for community-responsive higher education, engaged with stakeholders, community agency leadership, city govt. and county govt. to address challenges and create opportunities for success. We identify grant opportunities to support city and county-based empowerment--including economic development, prevention of adverse childhood experiences, addressing the digital divide and innovations in education, job readiness and entrepreneurship.

Activities

The 100% Community initiative is guided by the collective impact model, which includes all participants having a shared vision, goals, understanding of interrelated activities, use of data and communication strategies. The model also works by having a stable structure and economic base within a local institution.

- Activity 1: Create strategic plan for initiative and campus-based Community Services Depot.
- Activity 2: Survey residents on digital divide and access to 10 vital services.
- Activity 3: Share survey results with county stakeholders/elected officials.
- Activity 4: Identify ten action team leaders (with a background in research); create ten task forces with a focus on community awareness and outreach.
- Activity 5: Assess services in order to create online resource directory.
- Activity 6: All action team members participate in leadership CQI course.
- Activity 7: Action teams identify priorities based on survey data.
- Activity 8: Teams begin continuous quality improvement (CQI-assess, plan, act, evaluate) to increase services and quality of services in ten sectors; creation of reports from each of the ten sectors on creating a countywide system.

- Activity 9: Ongoing project development; ongoing evaluation of all activities.
- Activity 10: Research best practice in “walk in” one stop service centers/navigator services to identify how to structure the Depot to meet needs of diverse populations.
- Activity 11: Create public face of initiative and Depot--website, blogs, pod-casts, etc to educate county residents and agency stakeholders about services, initiative and Depot and links to NMSU resources.
- Activity 12: Formalize relationships between initiative, Depot and Extension--with buy in from all NMSU leadership.
- Activity 13: Create timeline and budget.
- Activity 14: Develop protocol for communicating with and achieving buy in with school board, city elected leaders and program staff, county elected leaders and programs staff and business community leaders.

Projected Outcomes/Evaluation

Measurable and meaningful results will come from:

- The 100% Community survey, with residents reporting degree of **access to ten vital services**.
- Assessment of **digital divide** and degree of access residents have to the internet and web-based services and instruction.
- Informational interviews with elected leaders, stakeholders and the public on impact of changes in delivery, including **knowledge** of the institutions mission, goals and activities, **attitudes** about providing access to ten vital services and changes in **behaviors** (ie. accessing behavioral health care to address trauma or substance misuse, enrolling in job training).

- **Employment opportunities** in the counties, training to perform in new tech-based and delivered services, and migration to other counties with job opportunities.
- Surveys of **youth and students** to assess to what degree they feel safe at home and school, supported and empowered to achieve self-sufficiency and stability in the future.
- Survey of all 100% Community **initiative participants** to assess their satisfaction in the process of continuous quality improvement, their professional development with courses and ongoing seminars, and support developing projects to increase services and quality of services.
- **Adoption of technology** to increase efficiency in county and city government to strengthen social networks, alignment of activities, create a transparent process of governance and delivery and funding of local services, tracking progress toward shared goals on a city, county and multi-county/regional level.

Timeline

Short-term Outcomes

(In normal times, these activities could take a year. In times of crisis, we need to respond rapidly to establish governance, communication and awareness of gaps in services.)

1. Establish effective and transparent governance of 100% Community initiative with governmental or non-governmental organizations, securing evaluation processes.
2. Increase knowledge and skills of 100% Community initiative participants (government/agency leaders) to:
 - Use data to identify local challenges in ten sectors
 - Mine (dig deep) and analyze data
 - Assess agency workflow challenges and successes

- Research evidence-based or evidence-informed solutions
 - Implement continuous quality improvement (CQI) to improve services
3. Increase use of CQI, Collective Impact and Adaptive Leadership among agency leadership.
 4. Improve communication between elected officials on the state, city, county, school board, and tribal levels and their staff.
 5. Increase awareness of gaps in vital services.
 6. Increase use of structured innovations to address gaps in services with measurable activities.
 7. Increase knowledge of the root causes of health challenges, health disparities, trauma and social adversity among public and leaders.

Intermediate Outcomes

(Under normal circumstances, these activities could take 2–4 years. During a crisis, we need to respond rapidly to increase access to vital services.)

1. Increased access to ten vital surviving and thriving services.
2. Increased local funding of programs and services related to preventing health disparities and social adversity.
3. Increased leadership awareness of social costs of lack of access to ten vital services, health disparities, trauma and social adversity.
4. Agencies in ten sectors have data-driven plan to serve 100% of residents.

Long-term Outcomes

*(Depending on the level of urgency, the timeline could be measured in months or years. **The initiative is designed so that its activities are integrated into local government.**)*

1. Increase access for all county residents to ten surviving and thriving services.

2. Increased school/college attendance, performance and graduation; increased job readiness.
3. Increase the accessibility of vital services.
4. Increased use of technology to strengthen access to ten services.
5. 100% Community initiative institutionalized within local government.
6. Increased public/private partnerships ensuring 100% of residents have access to ten services.