



What We Heard

Community-Based Seniors Serving (CBSS) Sector
Engagement Project

Acknowledgments

Special thanks to the Government of Alberta for their support of this work.



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Executive Summary

The Community-Based Seniors Serving (CBSS) Sector Engagement Project was undertaken by Age-Friendly Calgary, carya, Edmonton Seniors Coordinating Council and Sage Seniors Association. These organizations were inspired by the example of the seniors serving sector in British Columbia and believe a made-in Alberta sector has great potential to advance the important work of CBSS organizations in the province.

The project was funded by Alberta Seniors and Housing and was initiated in the spring of 2019 and completed in January 2020. The purpose of the project was to connect with CBSS organizations across the province to discuss and build upon the assumption that coordinating community-based services for seniors is a critical step in meeting the needs of the growing seniors' demographic. The project involved 26 conversations with CBSS organizations across the province as a first step to building an "Alberta made" CBSS sector.

..... **The conversations focused on four key areas:**

- 1** Strengths and challenges related to the healthy aging of seniors in the community.
- 2** Concerns of organizations as they respond to these strengths and challenges.
- 3** Priorities for collaboration to support seniors in their community.
- 4** Interest in creating a CBSS sector.

This “What We Heard” document presents an overview of the perspectives and themes emerging from these conversations and proposes some next steps for the development of a CBSS sector in Alberta.

Conversation participants were asked to review and validate a list of strengths and challenges for seniors as they age in community. The list of challenges and strengths presented to participants were:

Challenges:

- Access to appropriate and affordable housing
- Funding for community-based services
- Transportation and mobility
- Social isolation
- Financial assistance programs
- System silos and navigation
- Access to sharing of information
- Elder abuse (particularly financial)
- Healthy aging and health care
- Caregiver supports
- Rural and remote communities
- Ageism
- Technology and aging in place
- Labour force participation
- Planning for retirement
- Age friendly communities

Strengths:

- Stretching dollars
- Local capacity within communities
- Local networks
- Volunteers
- Collaboration and partnerships within the sector and beyond
- Examples of integration of supports across some sectors that facilitate holistic, wrap-around services (e.g. transportation, employment, and housing providers working together)
- Move towards prevention over intervention
- Existing registries, directories and other resources that coordinate information locally

Conversation participants validated the list presented to them but suggested some additions and refinements. They identified the following strengths that they would like to see added to the list:

- Health care and healthy aging
- Actions that address isolation
- Collaboration across organizations
- Age friendly actions
- Seniors centres as hubs, particularly in smaller communities
- Caring communities
- Existing infrastructure



They also consistently identified that they would like to see the following challenges added to the list:

- Food security
- Mental health (mental health needs to be a distinct issue from the general category of health)
- Poverty, financial security, and stability
- Issues facing diverse and multicultural populations
- Issues facing the indigenous population

Although mentioned less frequently, some conversation participants also identified that they would like the following challenges added to the list:

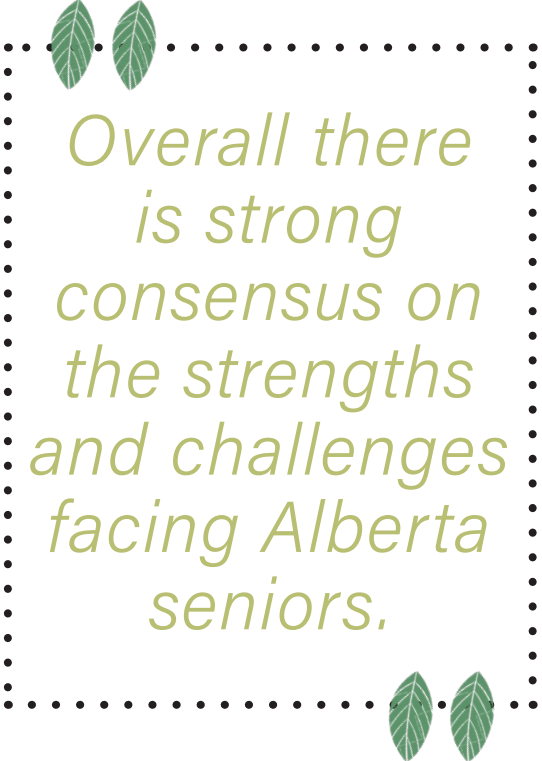
- Developing intergenerational approaches
- Access to doctors and medical care
- Home supports
- Addiction services
- Quality of care in community facilities
- Creating physical spaces for connections by seniors and seniors programming
- Recreational and social programming
- Need for respite care
- Grief and loss counseling



Overall there was strong consensus on the strengths and challenges facing Alberta seniors. In many conversations it was stressed that the diversity and changing nature of the seniors population must be recognized and that issues and challenges facing seniors can be experienced differently in different communities (i.e. an urban experience versus an experience in a rural or remote community).

Conversation participants were also asked to discuss the challenges they face as organizations. The most frequently identified organizational challenges expressed by conversation participants were:

- Knowledge of current programs, services, and systems navigation.
- Human resource issues: staff skills, capacity, time, turnover, and succession.
- Lack of needed funds for programs and services.
- Recruitment, retention and reliance on volunteers.
- Development and application of collaborative tools and processes.
- Sector leadership and creation of a common framework for action.




Overall there is strong consensus on the strengths and challenges facing Alberta seniors.

Collaboration was discussed as one method for supporting seniors and addressing the organizational concerns of CBSS organizations. Conversation participants identified eleven areas for collaboration that are and/or would motivate them to engage in a collaborative activity.

The six areas for collaboration very consistently identified in all twenty six conversations were:

- Coordination and connection to achieve common purpose.
- Improving services for seniors.

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- Leveraging knowledge and learning.
 - Improving systems navigation.
 - Developing cross-sector connections and coordination.
 - Addressing funding issues for community-based services for seniors.

Areas for collaboration identified less frequently by conversation participants were:

- Advocacy for seniors.
- Developing service models that can be applied at the local level/ rural communities.
- Making connections to benefit diverse populations of seniors.
- Intergenerational connections and programming.
- Evaluating action and developing standardized methods for reporting.

From this general discussion of the strengths and challenges for seniors, challenges facing CBSS organizations, and the potential for collaboration, conversation participants discussed specific questions related to the creation of a made-in Alberta CBSS sector. Conversation participants were asked to identify outcomes for the sector, first steps for creating a sector and possible partners champions for the sector.

Conversation participants identified 12 outcome areas that could be achieved through the development of a CBSS sector. The following eight outcomes were consistently identified by conversation participants:

- Changes in funding and sustainability for services and supports for seniors: new approaches to funding, enhanced funding, increased efficiencies in resource use and increased stability of funding over time.



- Increase in services and supports for aging in place: services and supports are enhanced; and service gaps are addressed.
- Increase in connections across CBSS organizations: the creation of a CBSS sector is a reality.
- Increase in resource sharing and knowledge exchange across organizations: service capacity is enhanced.
- Improvement in systems navigation: clearer service pathways and access to needed supports and services by seniors.
- Increase in the ability of CBSS organizations to articulate the impact of community-based services for seniors: evaluation of results and application of learning.
- Development of a collective voice for CBSS organizations: effective communication of concerns and solutions by both seniors and seniors serving organizations.
- Increase in cross-sector connections to better serve seniors: removal of systems issues that result in the siloing (lack of connection) of services in other sectors such as health and housing.



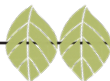
Outcomes identified less frequently by conversation participants are:

- Increase in and enhancement of senior-centered and community driven programs and service for seniors.
- Reduction in ageism: increased awareness of the strengths and contribution of the senior population.
- Stronger connections and relationships with the volunteer sector.
- Increase in the recognition and value given to rural communities.


There was considerable consensus among conversation participants on needed first steps to develop a sector. In total ten “first steps” for creating a sector were identified:

- Undertake further conversation for buy-in and relationship building.
- Develop a governance approach for the sector.
- Create a vision/common framework for action for the sector.
- Learn from others.
- Obtain continued government support.
- Mobilize action and obtain some quick wins.
- Undertake systems mapping and develop a stronger understanding of current programs and services.
- Involve seniors in the development of a sector and ensure seniors have a voice.
- Ensure effective communication.
- Ensure clarity of definitions of rural and remote communities.

A wide array of potential partners and sector champions were identified by conversation participants. They include: funders, government, the private sector, health providers, housing providers, provincial associations and academics. Participants identified the importance of recognizing the work that is already underway that aligns with the development of a sector and to build upon this work.

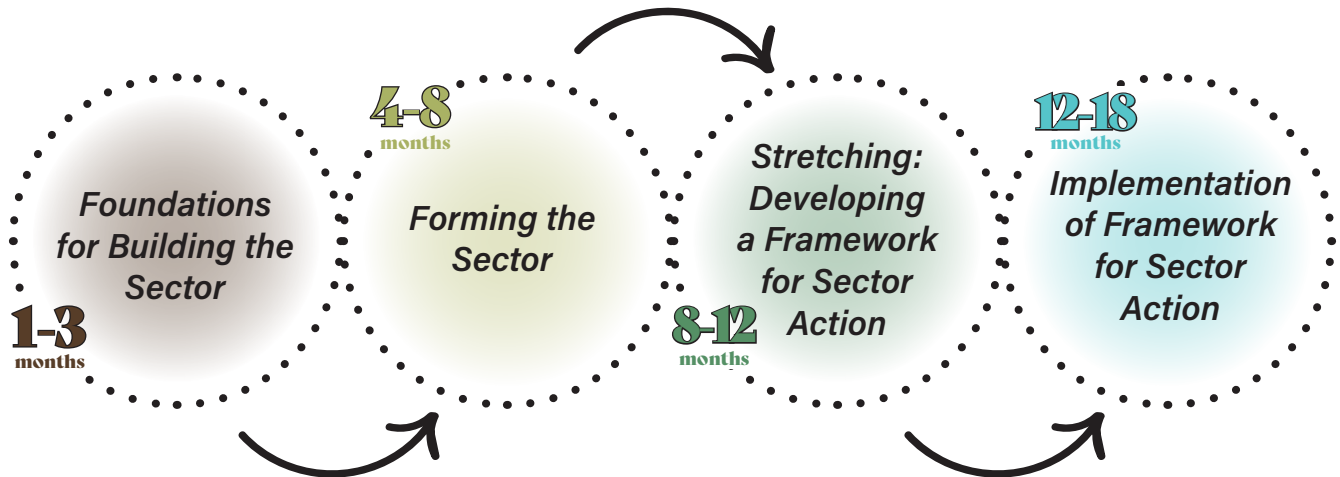


Participants identified the importance of recognizing the work that is already underway.



In reviewing the overall results of the conversations, the project team (Age-Friendly Calgary, carya, Edmonton Seniors Coordinating Council and Sage) developed a set of principles, possible approaches and a proposed CBSS Road Map. This Road Map draws upon the “first steps” identified in the conversations for the development of a made in Alberta CBSS sector. It outlines concrete steps for developing a sector over an 18-month time period. It

is anticipated that as further conversation is undertaken it this Road Map will be refined.



Leadership from and the engagement of community-based organizations is key for the successful development of sector and action. Sixty-nine percent of conversation participants indicated in the Let's Stay Connected Form they were asked to complete at the end of each conversation, that they wished to be actively involved in the development of the sector and another 21% indicated that they wished to stay connected and receive further information about the sector. This is a strong foundation for further discussion and refinement of the principles, approaches and CBSS Road Map. CBSS organizations are engaged and wish to take the next steps needed to build a sector to better serve seniors.

A. Introduction

The purpose of the CBSS Sector Engagement Project was to connect with CBSS organizations across the province to discuss and build upon the assumption that coordinating community-based services for seniors is a critical step in meeting the needs of the growing seniors' demographic.

The Project was designed to bring CBSS organizations together to discuss the strengths and challenges of seniors in their communities, organizational issues they face, priorities for collaborative action and first steps for creating a CBSS sector.

CBSS organizations may be non-profit agency such as a senior centre, or a community organization that provides social and recreational programs and/or support services for area seniors. It could include the provision of senior services through a municipal agency. The supports and services provided by these organizations improve health and social outcomes for older adults. This includes programs and supports that address affordable housing, health and wellness, social inclusion, access to affordable transportation, financial security, system navigation, nutrition and food security, physical activity and many other services that are non-medical in nature, but crucial for healthy aging in community. At the present time, there is no mechanism in place to coordinate and articulate the work and impact of CBSS organizations in Alberta.

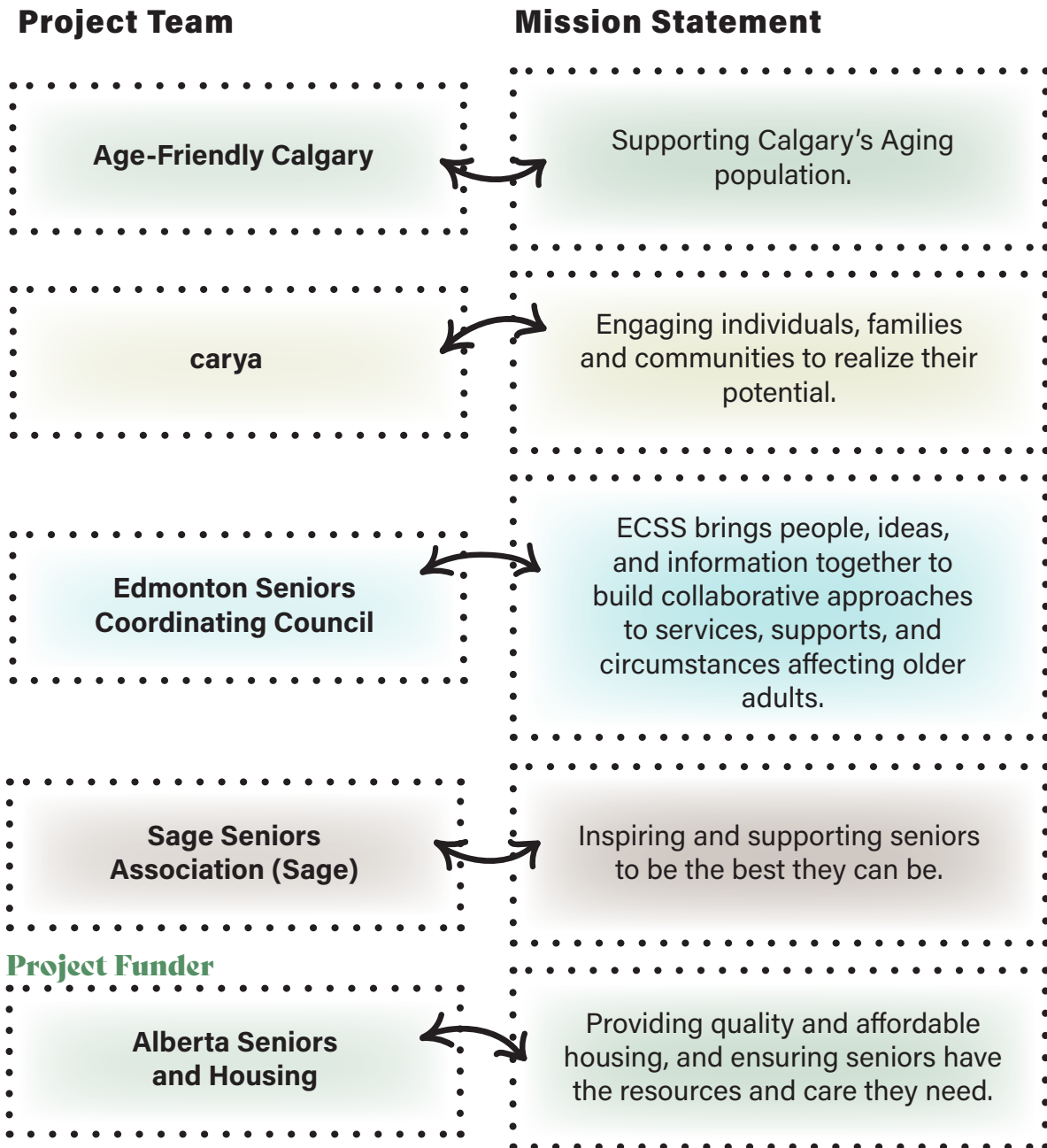
This project was initiated and undertaken by four organizations who were inspired by the example of the seniors serving sector in British Columbia and believe a sector approach has great potential to advance the important work of CBSS organizations in Alberta. These organizations are:

- Age-Friendly Calgary
- carya
- Edmonton Seniors Coordinating Council
- Sage Seniors Association

The project was funded by Alberta Seniors and Housing and was initiated in the spring of 2019 and completed in January 2020. These five organizations worked in partnership to undertake the CBSS Engagement Project.

The project enabled conversations across CBSS organizations as a first step to building an “Alberta made” seniors serving sector. This document presents the results of the CBSS Organization Engagement Project. It outlines:

- Project Methodology
- Overview of the Results of the CBSS Conversations
- Suggested Next Steps



B. Project Methodology

The Project was community driven and led. A collaborative approach was taken to develop the methodology for the Project. Representatives from Age-Friendly Calgary, Calgary, Sage Seniors Association, Edmonton Seniors Coordinating Council and the Ministry of Seniors and Housing provided input and the project team agreed to an eight-step project methodology:

1. Build support for the project and on-going communication
2. Identify CBSS organizations by geographic area
3. Develop CBSS conversation questions and process
4. Build connections with CBSS organizations: arrange conversations
5. Hold conversations
6. Document conversations
7. Analyze/synthesize conversation results
8. Create a "What We Heard Report"

These eight steps were designed to support inclusive and successful conversations across the province. A key aspect of the Project was that each Project team member invested in-kind resources to undertake and document the conversations. Expertise in communication, facilitation and report writing were contracted as required.

Project Parameters

Key Project parameters, developed by the Project team, influenced the Project design and implementation. These are:

- Project team members agreed to lead facilitate conversations across the province:
 - Sage: North Central and Northern Alberta
 - Edmonton Seniors Coordinating Council: Edmonton and Area
 - Age-Friendly Calgary
 - Calgary: South Central and Southern Alberta
- The conversation and consultation that has occurred on seniors' issues at the community and provincial level is recognized. The intention is to build upon this work.



- The conversation process will be inclusive and requires developing connections and asking for help to build out as robust an invitation list as possible. The goal is to engage CBSS organizations across the province.
- The target audience for the CBSS conversations are CBSS organizations.
- Seniors are defined as older adults who self-identify as seniors.
- The Project is a first step and further work to develop community connections and on-going conversation will be needed.

Project team members used their own networks and contacts from previous provincial consultations to develop an invitation list for the conversations. Contacts were made with provincial organizations such as the Minister's Advisory Council, Volunteer Alberta, the Alberta Association of Gerontology and the Alberta Seniors and Communities Housing Association for advice on community connections. In some cases, local Family and Community Support Service Program (FCSS) offices and community organizations were contacted in conversation locations to ask for support in identifying invitees. As each conversation occurred, participants were encouraged to spread the word about the conversations and how to get involved.

As a result of this methodology, 26 conversations were held in 24 communities across the province between October 22, 2019 and January 8, 2020. Two conference call conversations were held to support participation from organizations across the province. One hundred and eighty-eight individuals participated in these conversations.



The following chart provides details on the location and number of conversation participants by conversation area.

Conversation Area	Number of Conversations	Number of Participants
Calgary	 5	38
Edmonton and Area	10 5 in Edmonton and 1 in Sherwood Park, Camrose, Stony Plain, Leduc and St Albert	64
North	5 St Paul, Athabasca, Grande Prairie, Fort McMurray and Hinton	39
South/Central	4 Cochrane, Lethbridge, Red Deer and Medicine Hat	36
Conference Call	2 	11
Totals	26	188

In each conversation, participants were asked four questions that focused on the Following four topic areas:

1. Strengths and challenges related to the healthy aging of seniors in the community.
2. Concerns of organizations as they respond to these strengths and challenges.
3. Priorities for collaboration to support seniors in their community.
4. Interest in creating a CBSS sector.

See Appendix A: Conversation Questions for a listing of the questions consistently asked in each conversation. The consistency of these questions across all conversations allows for analysis of key theme and perspective by conversation area and as whole.

As part of each conversation, the purpose of the conversation and how the content of the conversations would be used by the Project was outlined. Participants were all asked to sign a consent form to indicate they understood the purpose of the Project/conversation. In addition, participants were asked if they would like their participation in a conversation to be acknowledged in the What Was Heard Report. Please See Appendix B: Conversation Participants for a list of participants that asked that their participation in a conversation be acknowledged



in this Report. As a final process step, participants were asked to complete a Let's Stay Connected Form. This form enabled participants to identify how they would like to be engaged in the next steps of building a CBSS Sector in Alberta. A majority of participants do want to stay actively involved in the next steps of the Project. A synthesis of the Let's Stay Connected forms is outlined in Section D of this Report.

C. Overview of the Results of the CBSS Conversations

This section of the Report provides an overview of the results of the CBSS Sector conversations. A detailed analysis of each question by conversation area was undertaken. This information is captured in the CBSS Conversation Backgrounder.

Validation of Strengths and Challenges Facing Seniors



Having reviewed the list of strengths and challenges presented to you:

- Is there something you would like to add to the list?
- Do you have a question or concern?

The list of challenges and strengths presented to participants were:

Challenges

- Access to appropriate and affordable housing
- Funding for community-based services
- Transportation and mobility
- Social isolation
- Financial assistance programs
- System silos and navigation
- Access to sharing of information
- Elder abuse (particularly financial)
- Healthy aging and health care
- Caregiver supports
- Rural and remote communities
- Ageism
- Technology and aging in place

- Labour force participation
- Planning for retirement
- Age friendly communities

Strengths

- Stretching dollars
- Local capacity within communities
- Local networks
- Volunteers
- Collaboration and partnerships within the sector and beyond (private businesses, employers)
- Examples of integration of supports across some sectors that facilitate holistic, wrap-around services (e.g., transportation, employment, and housing providers working together)
- Move towards prevention over intervention
- Existing registries, directories and other resources that coordinate information locally

The conversations in response to this list of strengths and challenges were often wide ranging as participants shared information on the strengths, challenges and concerns they have related to a senior's ability to age in their communities. Overall, conversation participants validated the list of strengths and challenges that was presented. However, in all conversations, participants did want to add items to the list and/or make some observations about the list.

In terms of general comments about the list, some participants noted that the categories mentioned in the list are very broad and thus open to interpretation. Some participants identified it was hard to know what was included in each item on the list. In some conversations, it was suggested that definitions of key terms are needed. For example, definitions of terms such as labour force and system. In addition, participants consistently identified that the list does not capture the diversity and complexity of the seniors population. The seniors population is not homogeneous and it is changing as baby boomers become seniors. It was noted in more than one

conversation that strengths and challenges can look very different by community. A frustration expressed in one conversation is that lists of strengths and challenges are developed repeatedly and this will not change unless resources are acquired to address them.

In the discussion of strengths, some participants identified that they saw many of the items identified as strengths on the list as challenges. For example, stretching dollars and existing registries and directories (several participants identified it is very hard to keep these materials current). During the course of the conversations, participants identified the following strengths that they would like to see added to the list:

- Health care and healthy aging
- Actions that address isolation
- Collaboration across organization
- Age friendly actions
- Seniors centres as hubs: particularly in smaller communities
- Caring communities
- Existing infrastructure

In the discussion on challenges, conversation participants consistently identified they would like to see the following challenges added to the list:

- Food security
- Mental health (mental health needs to be a distinct issue from the general category of health)
- Poverty, financial security and stability
- Issues facing diverse and multicultural populations
- Issues facing the indigenous population



Although mentioned less frequently, conversation participants also identified that the following challenges need to be added to the list presented to them:

- Developing intergenerational approaches
- Access to doctors and medical care

- Home supports
- Addiction services
- Quality of care in community facilities
- Creating physical spaces for connections by seniors and seniors programming
- Recreational and social programming
- Need for respite care
- Grief and loss counseling

Conversation participants emphasized the significance of many of the challenges identified on the list. They discussed concerns related to transportation, housing, social isolation, ageism, funding for community based services, systems navigation, the siloing of services, viewing seniors abuse as distinct from financial abuse and inequity of service access for rural and remote communities. Overall, it was noted that demand for services is increasing as the overall population and the 55+ population increases. Participants noted that there are significant gaps in the services provided to seniors. Concern was expressed by some participants who are community members with high needs in their community because they cannot access needed service as they often have an age criterion of 65 years.

In addition, conversation participants identified that some of the assumptions that appear to be about service delivery for seniors need to be challenged. For example, assuming that seniors have family members to support them, that volunteers can be recruited and retained to support service delivery and/or that technology can solve access and information challenges. Some of these issues were discussed in the next segment of the conversation that focused on challenges facing seniors serving organizations.



Identification of Organizational Concerns by CBSS Organizations

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What are the greatest concerns you have from an organizational perspective as you work to effectively respond to the strengths and challenges for healthy aging in the community? For example: systems navigation.

Conversation participants raised a wide range of specific organizational concerns. When all the input on organizational concerns from the 26 conversations were clustered into themes the following areas of concern emerged:

- Knowledge of current service and systems navigation.
- Lack of funds for programs and services.
- Financial issues facing seniors.
- Development and application of collaborative tools and processes.
- Human resource issues: staff skills capacity, time, turnover and succession.
- Sector leadership and creation of a common framework: ensuring the sector is planning and preparing for future.
- Keeping up with technology and how technology is used to serve seniors.
- Service access. For example, wait lists, current gaps in service.
- Advocacy for seniors and for senior servings organizations.
- Liability and risk management issues.
- Clarity of roles. What are the responsibilities of government, the private sector and community-based organizations?
- Need for outreach services.
- Service boundaries do not align. For example, service regions/boundaries set by Alberta Health Services, Family and Community and Support Services do not align.
- Need for cross sector connections – particularly with the health sector.
- Service delivery in rural remote communities: equity of access.
- Ensuring effective services for diverse populations.

- Engagement with government and shifts and changes in government priorities and policies.
- Specific service challenges for seniors such as transportation, mental health, safety, housing, home supports, elder abuse, home care, social activities and reaching isolated seniors.
- Effective evaluation and streamlining of reporting requirements.
- Recruitment retention and reliance on volunteers.
- Supports for and valuing the contributions of caregivers.

The most frequently identified organizational challenges expressed by conversation participants were:

- Knowledge of current programs and services and systems navigation.
- Human resource issues: staff skills, capacity, time, turnover and succession.
- Lack of needed funds for programs and services.
- Recruitment, retention and reliance on volunteers.
- Development and application of collaborative tools and processes.
- Sector leadership and creation of a common framework for action.



Area for Collaboration that Will Motivate CBSS Organizations to Participate



Is there a specific strength/challenge or an organizational concern that would/or has motivated you to participate (come to the table) and work collectively with others to support the healthy aging of seniors in your community?

Conversation participants identified 11 areas for collaboration that are and/will motivate them to engage in a collaborative activity. The six areas for collaboration very consistently identified in all 26 conversations were:

- Coordination and connection to achieve common purpose.
- Improving services for seniors.
- Leveraging knowledge and learning.
- Improving systems navigation.
- Developing cross-sector connections and coordination.
- Addressing funding for community-based services for seniors.

Areas for collaboration identified less frequently by conversation participants were:

- Advocacy for seniors.
- Developing service models that can be applied at the local level/rural communities.
- Making connections to benefit diverse populations of seniors.
- Intergenerational programming.
- Evaluating action and developing standardized methods for reporting.

The detailed analysis of these conversations shows a direct correlation between the organizational concerns described above and where participants are willing to invest their time in collaborative action. See Appendix C: Analysis of Conversation Questions by Area for an overview of the areas for collaboration participants identified by conversation area.

The following are brief descriptions for each of the areas for collaborative action identified by conversation participants and results they anticipate could be achieved from collaborative efforts.

Coordination and Connection to Achieve Common Purpose

Collaborative activities that bring organizations together to develop trust, build connections, identify areas of common interest and take action. Possible results identified by conversation participants were:

- Trust and relationships across organizations.
- Common solutions developed for common problems.
- Reduction in duplication (for example, developing shared service approaches and/or ensuring there is not unneeded duplication of programs and services).
- Connections across programming (for example, connecting programs into a continuum of service and ensuring organizations know about the services each other provide).
- Sharing of and increased effectiveness in how resources are used (for example, sharing space, tools and/or information).
- Identification and addressing of service gaps (for example, working together to identify what is in place and what is needed).

Improving Services for Seniors

Collaborative actions that are seniors-centred and specifically address a challenge or concern related to effective programs and services. A wide range of specific challenges were referenced, for example, transportation, housing and elder abuse. Possible results identified by conversation participant were:

- Hearing directly from seniors. Seniors need to be part of systems change.
- Seniors need opportunities to provide input and influence decision making.
- Improved services and benefits for seniors.
- Service gaps are addressed.
- Improved quality of life for seniors.

Leveraging Knowledge and Learning

Collaborative activities that recognize the experience and expertise within CBSS organizations suggest and focus on sharing knowledge, learning and promising practices. Possible results identified by conversation participant were:

- Work that is underway is acknowledged (for example, Age Friendly initiatives across the province)
- No reinventing of the wheel (for example, the Healthy Aging Framework developed by the Alberta Association of Seniors Centre as well as other research)
- Training
- Sharing of success stories
- Strengthening of existing programs (for example, sharing tools and templates to support program design, volunteer management and program)
- Capacity building (for example supporting staff to develop and or enhance their knowledge skills and abilities)
- Community of practice
- Virtual hub for information and knowledge



Improving Systems Navigation

Collaborative action that builds a common understanding of current programs and services for seniors and supports both seniors and senior serving organizations to effectively access and connect to these services (service navigation). Possible results identified by conversation participant were:

- Current programs and services are understood
- System maps (identification of what services are currently in place) are developed
- Service access for seniors and connections across services is improved – seniors get what they need when they need it
- An information hub is developed as a place to support service navigation

Developing Cross-Sector Connections Coordination

Collaborative activities that focuses on breaking down the silos that exist across sectors to ensure an effective service continuum for seniors. For example, developing strong connections between CBSS organizations with the health sector, the housing sector, government and the private sector. Possible results conversation participant identified were:

- Collaboration with the health sector
- Address red tape and the non-alignment of geographic service boundaries. For example, service boundaries established by Alberta Health Services and Family and Community Support Services
- Improve knowledge and understanding of different systems such as the health system and the housing system
- Breakdown of sector silos (for example, build connections between CBSS organization with health, housing and the private sector)

Addressing Funding Issues for Community-based Services for Seniors

Collaborative activities that focus on developing new approaches to funding, fair and equitable funding processes and address the issue of sustainability. Possible results identified by conversation participants were:

- New funding models.
- Addressing funding reductions.
- Equitable funding across organizations and between urban and rural communities.
- Sustained programs/service over time.
- Streamlining of funding processes (for example, clarify applications and reporting requirement.)



Advocacy for Seniors

Collective action that focuses on advocating effectively for seniors and creating an understanding of the work and value of CBSS organizations. Possible results conversation participants identified were:

- Addressing ageism.
- Advocating for and celebrating seniors.
- Governments understand the value of CBSS organizations.

Developing Service Models That Can Be Applied at the Local Level/Rural Communities

Collaborative activities that focus on the development of service models that support rural communities. Possible results conversation participant identified were:

- Delivery challenges for rural communities are addressed.
- Models that can be applied successfully at the local level.

Making Connections to Benefit Diverse Populations of Seniors

Collaborative activities that focus on enhancing the programs and services that are provided to diverse populations of seniors. Possible results conversation participants identified were:

- Improved service for diverse populations of seniors.

Intergenerational Connections and Programming

Collaborative activities that focus on intergenerational connections and programs. Possible results conversation participants identified were:

- Intergenerational programming that welcomes all ages.
- Needs based programming is in place. An individual is not denied a needed service because they do not meet the age criteria established for a particular program.

Evaluating Action and Developing Standardized Methods for Reporting

Collaborative activities that focus on developing shared outcomes and standardized approaches to reporting. Possible results conversation participants identified were:

- Common outcomes that all organizations work toward.
- Streamlining of reporting systems.

Conversation participants generally agreed that collaboration is a means for improving services and support for seniors but did make some observations about the collaborative process. These observations were:

- Capacity (time, resources and access) is needed for collaborative activities.
- Collaboration takes trust, time, resources, and ways to connect organizations across geographic distances.
- Current funding approaches, which are primarily competitive in nature, can undermine collaborative activities. Collaborative action should have an impact on funding approaches.
- Participation in collaborative efforts can be particularly challenging for volunteer-based groups and smaller organizations. It is important to be mindful of what one asks these organizations to contribute in terms of resources.
- Successful collaborations look at the big picture, are inclusive and take a solution focused approach.
- Collaboration requires a backbone organization.
- Do not take on collaboration without the skill and resources to sustain activity overtime.
- Recognize and build upon current collaborative efforts.



Outcomes, First Steps, Partners and Champions for an “Alberta Made” Seniors Serving Sector

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As you think about the creation of a CBSS sector in Alberta:

- What shared outcomes might we achieve through the creation of a CBSS sector?
Can you suggest some first steps for creating a
- CBSS sector? (What we might do?)
- Who else could we partner with?
- Who might be champion for CBSS?

Outcomes for a CBSS Sector

Conversation participants identified 12 outcome areas that could be achieved through the development of a CBSS sector. Many participants identified outcomes that are in keeping with the areas for collaboration that would motivate them to engage in collaborative action. The following eight outcomes were consistently identified by conversation participants:

- Changes in funding and sustainability for services and supports for seniors: new approaches to funding, enhanced funding, increased efficiencies in resource use and increased stability of funding over time.
- Increase in services and supports for aging in place: services and supports are enhanced, and service gaps are addressed.
- Increase in connections across CBSS organizations: the creation of a CBSS sector is a reality.
- Increase in resource sharing and knowledge exchange across organizations: service capacity is enhanced.
- Improvement in systems navigation: clearer service pathways and access to needed supports and services by seniors.
- Increase in the ability of CBSS organization to articulate the impact of community-based services for seniors: evaluation of results and application of learning.
- Development of a collective voice for CBSS organizations: effective communication of concerns and solutions by both seniors and seniors serving organizations.



- Increase in cross-sector connections to better serve seniors: removal of systems issues that result in the siloing (lack of connection) with services in other sectors such as health and housing.

Outcomes identified less frequently by conversation participants were:

- Increase in and enhancement of programs and service for seniors that are senior-centered and community driven.
- Reduction in ageism: increased awareness of the strengths and contribution of the senior population.
- Stronger connections and relationships with the volunteer sector.
- Increase in the recognition and value given to rural communities.

See Appendix C: Analysis by Conversation Questions by Area for an overview of the outcomes identified by conversation area.

First Steps for a CBSS Sector

Conversation participants were also asked to identify the first steps needed for the creation of a CBSS sector. There was considerable consensus on needed first steps to create sector. In total ten “first steps” for creating a sector were identified by conversation participants. These first step are:

Undertake Further Conversations for Buy-in and Relationship Building

Many conversation participants identified creating buy-in for the sector and building relationships at several levels - local, regional and provincial - as a needed first step. Trust was identified as essential for building the sector. The engagement of external stakeholders such as health and housing are also required. Current partnerships and relationships should be recognized and built upon. All processes need to inclusive and engage diverse groups.

Develop a Governance Approach for the Sector

Many conversation participants identified that a governance structure – how the sector will be organized - is a needed first step. Key governance issues that need to be addressed are:

- Funding and resources.
- Leadership – who leads and how do they lead?
- Capacity and ensuring all can participate.
- Levels of engagement and participation (local, regional and provincial).
- Who is to be included and how do organizations enter into/connect to the sector?
- Roles and responsibilities.
- Accountability for results to senior serving organizations.
- Relationship of the sector to government.

The following possible approaches to governance were raised during the conversations:

- Adopt a central hub and spoke model (a model which arranges organizations/services into a network consisting of an anchor establishment (hub) complemented by secondary establishments (spokes).
- Create a leadership council (identify a group of leaders from across the province who will provide strategic oversight to CBSS sector).
- Start immediately with the early adopters and then build out to include others.
- Consider giving senior centres a leadership role.

Create a Vision/Common Framework for Action for the Sector

Many conversation participants identified the need for the development of sector vision and common framework as a needed first step. The sector needs to have a clear understanding of where it is headed and what it wants to accomplish. A common agenda enables organizations to work together toward common purpose. Organizations need to have a common understanding of the collective impact that they want to achieve. Cautions were raised with respect to taking on too much and the need to recognize and build upon the work that is already underway.

Learn From Others

Many conversation participants identified learning from others as a needed first step. In some conversations the hope is that a community of practice will be created. Conversation participants suggest it is important to learn from existing research, work already underway and best practices, rather than assume nothing is being done or reinventing the wheel. Understanding the British Columbia model was identified as a key source for learning. The development of an interactive knowledge hub such as the Healthy Aging Collaborative Online Resources and Education (CORE) platform in BC was seen, by some, as something that would be of benefit to the Alberta sector. CORE is designed to provide up-to-date information, resources, and training opportunities and to make it easier to communicate, coordinate, and collaborate in order to help build capacity and strengthen the sector. The Family and Community Supports Service Framework, the Healthy Aging Framework and Inform Alberta were also identified as sources of information and learning.



*The
government
is a needed
and
important
champion for
the sector*



Obtain Continued Government Support

Many conversation participants identified that government, funding, and support for the need and creation of a seniors sector is a needed first step. The government is a needed and important champion for the sector. One strategy that was suggested is to understand government priorities and demonstrate how the creation of a sector aligns with these priorities. Conversation tended to focus on the provincial government but federal and municipal support were also identified as important.

Mobilize Action and Obtain Some Quick Wins

Many conversation participants identified that a needed first step will be for the sector to demonstrate reasonably quickly that it has value. One way to do this is to achieve some quick wins and to celebrate these successes. These actions will motivate organizations to become and stay involved in the sector. Intentional strategies for mobilizing action and maintaining momentum will also be needed. Technology was suggested as one tool that can help to keep organizations connected and informed.

Undertake System Mapping and Develop a Stronger Understanding of Current Problems and Services

Systems mapping to identify current programs and services as well as the needs of seniors was identified frequently by conversation participants. Systems mapping creates an understanding of the seniors serving organizations that are in place and the services they provide. System maps are needed at a local, regional and provincial level. System mapping will result in a common understanding of what is in place and will assist with the identification of service gaps and needed connections. This work for some is a foundation for improving systems navigation and the creation of the sector itself.

Involve Seniors in the Development of a Sector and Ensure Seniors Have a Voice

Some participants suggested an inventory of programs and services and/or directories of service could result from this work. Many participants identified the active involvement of seniors and ensuring they have a voice (listening occurs) is a critical first step as the sector is created. This first step is directly connected to continuing conversations and building relationships. A senior-centred approach is essential. Asking seniors what they need should come first. Conversation participants identified that diversity/hearing diverse perspectives is critical. The seniors population is not homogeneous. This includes cultural diversity but also diversity in terms of sexual orientation, gender, income and living arrangements (types of housing). In some conversations, the voice of the caregiver was also identified as of critical importance.



Ensure Effective Communication

Some conversation participants identified that thinking through how to simplify and streamline communication and information will be an important first step in the development of a sector. Reporting on the development of the sector needs to be clear and concise and should not bury organizations with data. Participants suggested developing software and other tools to streamline reporting and information sharing.

Ensure Clarity of Definitions of Rural and Remote Communities

Some conversation participants identified the need to have clarity on the definitions of rural and remote communities as needed first step. The creation of a sector must include the perspectives of rural and remote communities and ensure these perspectives are actively engaged in the leadership.

Partners and Champions for a CBSS Sector

See Appendix C: Analysis by Conversation Questions by Area for an overview of the first steps identified by conversation area.

Conversation participants consistently identified the following organizations that could be potential sector partners:

- Funders and granting agencies.
- Government at all levels (federal, provincial and municipal).
- Academics, universities and educational institutions.
- Health Sector: Alberta Health Services, Primary Care Clinics and doctors.
- Local businesses/the private sector.
- Housing organizations and housing providers.
- Provincial associations such as the Canadian Mental Health Association, the Alberta Council on Aging, Alberta Association of Seniors Centres, provincial Indigenous associations and provincial cultural associations.
- Family and Community Supports Services.
- Age Friendly organizations.

Conversation participants consistently identified the following as potential sector champions:

- Government.
- Politicians. For example, the Minister of Seniors and Housing.
- Community members with high profile.
- Community members with passion, commitment, connections and credibility.
- CBSS organizations.
- Academics.
- Funders and foundations.

It was suggested that there may need to be several champions and specific champions could be tied to specific issues that impact seniors. In some cases, specific names of individuals were identified.

D. Suggested Next Steps For the Development of a CBSS Sector

Principles and Approaches Moving Forward

The discussion on the creation of a CBSS sector had many components. The following graphic provides an overview of the results of these discussions.

Outcomes

- Changes in funding and sustainability for services and supports for seniors.
- Increase in services and supports for aging in place.
- Increase in connections across seniors serving organizations.
- Increase in resource sharing and knowledge exchange across organizations.
- Improvement in systems navigation.
- Increase in our ability to articulate the impact of community-based services for seniors.
- Development of a collective voice for CBSS organizations.
- Increase in cross-sector connections to better serve seniors.
- Increase in and enhancement of services/supports that are senior centered and community driven.
- Reduction in ageism.



First Steps

- Undertake further conversation for buy-in and relationship building.
- Develop a governance approach.
- Create a vision/common framework for action.
- Learn from others.
- Obtain continued government support.
- Mobilize action and obtain some quick wins.
- Undertake systems mapping and develop a stronger understanding current programs and services.
- Involve seniors in the development of a sector and ensure seniors have a voice.
- Ensure effective communication.
- Ensure clarity of definitions of rural and remote communities.



Partners

- Funders and granting agencies.
- Government at all levels (federal, provincial and municipal).
- Academics, universities and educational institutions.
- AHS/PCNs/Health sector.
- Local businesses/the private sector.
- Housing organizations housing providers.
- Provincial associations such as the Mental Health Association, the Alberta Council on Aging, Alberta Association of Seniors Centres, provincial Indigenous associations and provincial cultural associations.
- Family and Community Supports Services.
- Age Friendly organizations.

Champions

- Government
- Politicians. For example, the Minister of Seniors and Housing.
- Community members with high profile.
- Community members with passion, commitment, connections and credibility.
- CBSS organizations.
- Academics.
- Funders and foundations.

All aspects of the Project conversations were very rich. The following key principles for the success of a sector were consistently identified. These principles are:

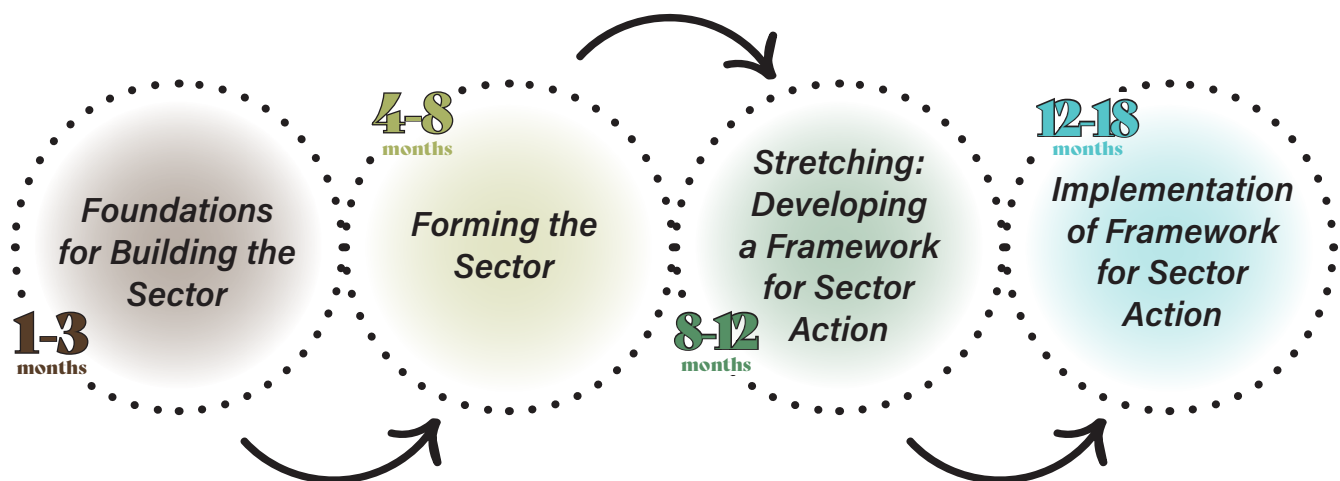
- The organizations that make up the CBSS sector are experts in their work and communities, and this community knowledge and wisdom is recognized and valued in this work.
- There are different geographic needs and experiences across the province, diverse geographic representation is needed and must be considered in the next steps. There is a need to balance both provincial and local community-based perspectives.
- Seniors are unique, contributing members of the community and their voice must be heard and reflected in the next steps and related programs/services.
- There is excellent work going on across the Province, sharing learning by leveraging existing work, tools and research is important.
- Do not assume a common understanding of key terms. For example, it is recognized that CBSS organizations may be private, public or non-profit and focus on a variety of areas such as housing, health, social services or recreation. Therefore, inclusive definitions and processes must be used in this work.
- There is a need to simplify and streamline funding and evaluation and reporting systems. The current fragmentation and complexity of these systems takes time and attention away from service delivery.
- The seniors population is complex and diverse. Equitable service access for all is needed. This requires equitable funding for CBSS organizations across the province. All processes related to the sector must be inclusive.
- Broad-based approaches need to be considered. For example, intergenerational programs and services.
- The next steps must mobilize action and sustain momentum, organizations want to see results in the advancement of this work.

Conversation input also suggests that as a CBSS sector is developed it will be critical to remember that relationship building across organizations and sectors, processes to ensure needed governance, planning and leadership is in place and outcomes to benefit seniors are all essential components for success. Input by conversation participants suggests the following approaches will be important as the sector is developed:

- Community development.
- Inclusive engagement.
- Change management.
- Partnership and collaborative.
- Meaningful action (e.g. development of a governance structure, addressing funding issues, creating mechanisms for information exchange, addressing service gaps).

A Proposed Road Map for Developing a Sector

In reviewing the overall results of the community engagement conversations, as well as the principles and approaches that emerged, the Project team (Age-Friendly Calgary, carya, Edmonton Seniors Coordinating Council and Sage) developed a CBSS Road Map. This Road Map identifies a set of next steps for the development of a made in Alberta CBSS sector that could, if financial resources are secured, be implemented over an eighteen month time period. It is anticipated that as further conversations are undertaken it will be refined. The proposed Road Map has four phases:



Phase 1: Foundations for Building the Sector

Much of the foundational work needed to develop a CBSS sector is well underway. This foundational work includes the development of the What We Heard Report and the creation of a proposed Road Map of next steps. The four organizations involved in this Project will continue to provide interim leadership during the Foundations phase. The results of this Project will be used as the basis for further conversation and the creation of a mandate statement for an Alberta made CBSS sector.



Part of the role of the interim leadership group will be to secure the resources required to create the sector.

In this first phase of the Road Map the following first steps, outlined in Section C, will be initiated:

- Undertake further conversation for buy-in and relationship building.
- Obtain continued government support.
- Ensure effective communication.

Phase 2: Forming the Sector

In phase 2, a structure for the sector will be put into place. The current project team will expand its membership and will form an interim leadership council to guide this work. There are many options for how to structure a sector such as a leadership council, regional tables, working groups, an evaluation committee and/or a funders table. All these options will be explored. However, it is assumed that the formation of a sector leadership council will be essential. A key result of this phase of the project will be the formation of a sector leadership council.



Exploring the possibility of developing an online learning platform such as the Healthy Aging Collaborative Online Resources and Education (CORE) platform in BC was identified as a possible first step by conversation participants. The creation of this online learning platform will be explored in the forming phase of the project as it will provide an important mechanism for connection and information exchange across CBSS organizations.

In the forming phase of the Road Map, the following first steps, outlined in Section C, will be initiated:

- Develop a governance approach for the sector.
- Learn from others.

Phase 3: Stretching

Upon the creation of a Sector Leadership Council and a defined governance structure, it is suggested that the Leadership Council develop a Sector Framework for Action and call a provincial summit of CBSS organizations. This proposed Road Map for the sector will be refined by the Leadership Council and the online learning platform pursued if it deemed feasible. In addition, it is possible at this stage in the process, that the suggested first step of “systems mapping” could be pursued. Other demonstration projects could also be identified and pursued.

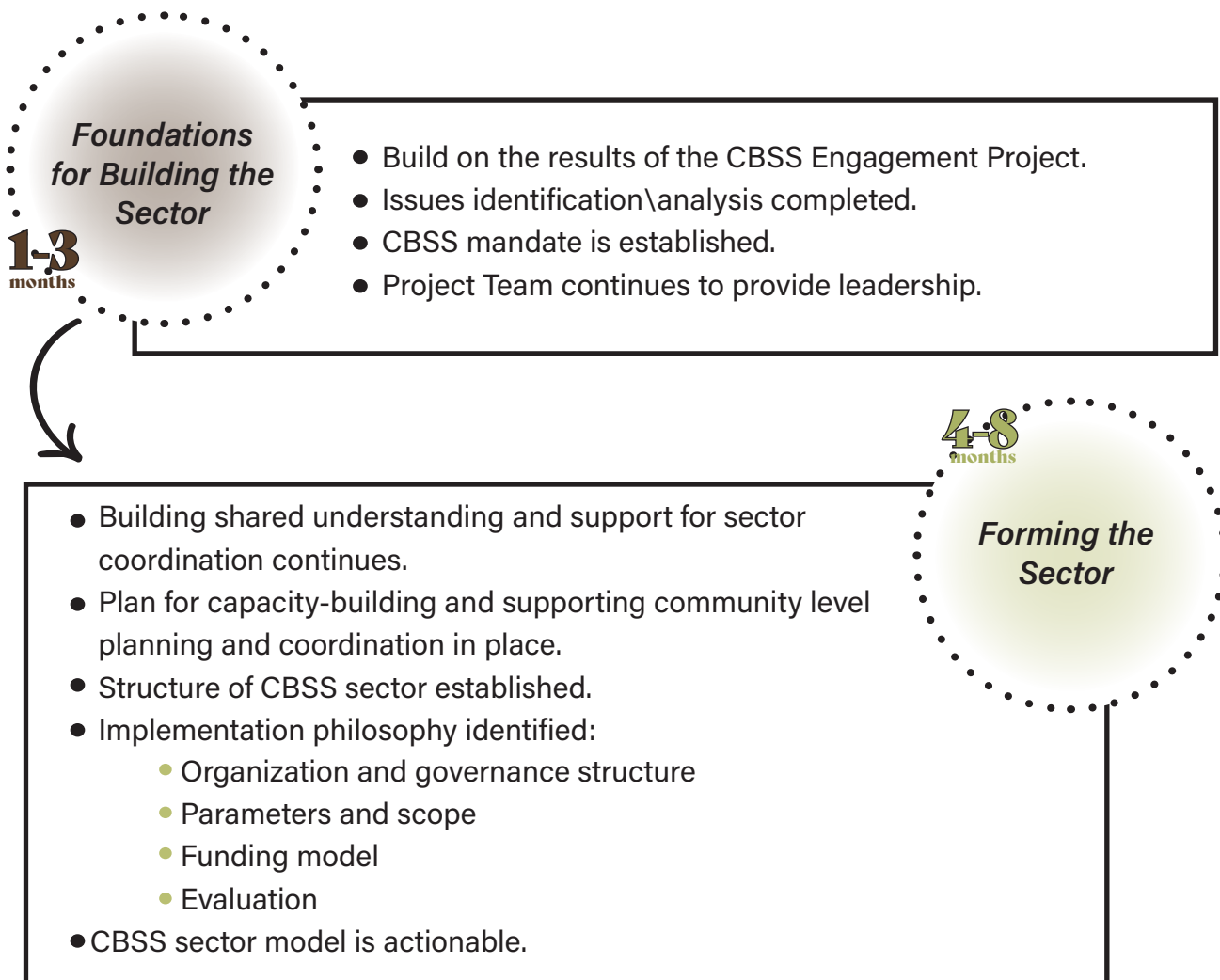
In the stage the following first steps identified in Section C, would be initiated:

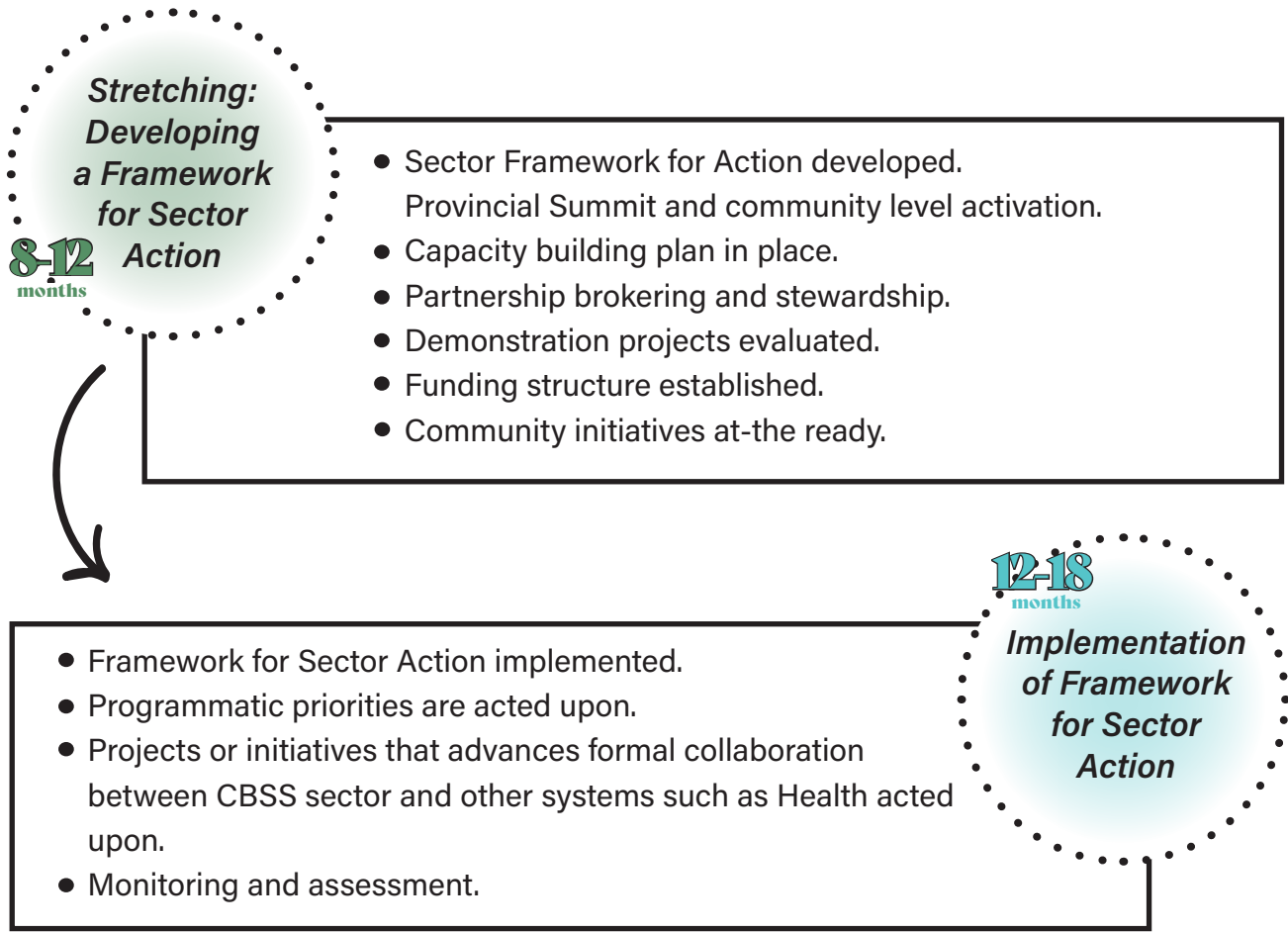
- Involve seniors in the development of the sector and ensure seniors have a voice.
- Create a vision/common framework for action for the sector.
- Ensure clarity of definitions of rural and remote communities.
- Mobilize action and obtain some quick wins.
- Undertake systems mapping and develop an understanding current programs and services.

Phase 4: Implementation

As a governance structure and framework for action by the sector are now in place, the work of implementing specific actions will begin in the fourth phase of the Road Map. It is anticipated that action will be taken related to programmatic priorities (e.g. home supports, transportation) and projects or initiatives that advance formal collaboration between the CBSS sector and other systems such as health. As action is undertaken evaluation and understanding impact would occur.

The following chart outlines the key results for each phase of the proposed Road Map.





Acting Together and For the Benefit of Seniors

Leadership from and the engagement of CBSS organizations is a key issue for sector development and action. Sixty-nine percent of conversation participants indicated in the Let's Stay Connected form they were asked to complete at the end of each conversation, that they wished to be actively involved in the development of the sector and another twenty-one percent indicated that wished to stay connected and receive further information about the sector. This is strong foundation for further discussion and refinement of the principles, approaches and proposed CBSS Road Map.



E. Conclusion

Age-Friendly Calgary, carya, Sage Seniors Association and the Edmonton Seniors Coordinating Council were inspired by the example of the seniors serving sector in British Columbia and believe a sector approach has great potential to advance the important work of CBSS organization in Alberta. With the support of Alberta Seniors and Housing these organizations were able to undertake the CBSS Engagement Project and host 26 conversations with CBSS organizations from across the province. 188 participants discussed the current situation for providing community-based services to seniors and the possibility of creating a sector to advance the work of community based seniors serving organizations across Alberta. The result of these conversations is strong support for the development of a sector, some very concrete suggestions for the outcomes of the sector and the identification of needed first steps for the creation of the sector. There is commitment and interest from those who participated in the conversations to engage in further conversation and develop a CBSS sector in a Alberta.





Appendix

A. Questions for the CBSS Sector Conversations

1. Having reviewed the list of strengths and challenges:
 - Is there something you would like to add to the list?
 - Do you have a question or concern?
2. What are the greatest concerns you have from an organizational perspective as you work to effectively respond to the strengths and challenges for healthy aging in the community? For example: systems navigation.
3. Is there a specific strength/challenge or an organizational concern that would/or has motivated you to participate (come to the table) and work collectively with others to support the healthy aging of seniors in your community?
4. As you think about the creation of a CBSS sector in Alberta:
 - What are shared outcomes might we achieve through the creation of a CBSS?
 - Can you suggest some first steps for creating a CBSS (what we might do)?
 - Who else could we partner with?
 - Who might be champion for CBSS?



B. List of Conversation Participants

Organization Conversation Location

Organization	Conversation Location
Abriohealth	Cochrane
Aging in Place Supports	Calgary
Alberta Council on Aging, Red Deer	Leduc
Alberta Council on Aging, Region 2	St. Paul
Alberta Council on Aging, Region 9	Camrose
Health Facilities Planning, Alberta Health	Conference Call
Alberta Health Services (AHS)	Camrose
AHS	St. Albert
AHS – Cochrane Home Care	Cochrane
Alzheimer's Society of AB and NWT	Grande Prairie
Alzheimer Society of Calgary	Calgary
ASSIST Community Services Centre	Edmonton
Aster Gardens	Sherwood Park
Bethany Care – Cochrane	Cochrane
Bethany Group – Seniors Coalition	Camrose
Big Hill Haven	Cochrane
Bow Cliff Seniors	Calgary
Calgary Catholic Immigration Society	Calgary
Calgary Chinese Elderly Citizens' Association	Calgary
Calgary Foothills Primary Care Network	Cochrane
Calgary Immigrant Women's Association	Calgary
Calgary Meals on Wheels	Calgary
Calgary Rural Primary Care Network – Chestermere	Calgary
Calgary Seniors Resource Society	Calgary
Camrose Primary Care Network	Camrose
Camrose Public Library	Camrose
Camrose Senior Centre Society	Camrose
Camrose Seniors Coalition	Camrose
CARP – Calgary	Calgary
Canadian Hard of Hearing Association	Edmonton
Canterbury Foundation	Edmonton
carya	Calgary
Central Lions Seniors Association	Edmonton
City of Calgary	Calgary



Organization

Conversation Location

City of Chestermere – Community Support Services	Calgary
City of Edmonton	Edmonton
City of Lethbridge	Lethbridge/Unclear consent by Amanda Jensen
City of Medicine Hat	Medicine Hat
CNIB – Calgary	Calgary
Cochrane Seniors Advisory Committee	Cochrane
CMHA – AB Southeast Region	Medicine Hat
CMHA – AB Wood Buffalo Region	Fort McMurray
Community Addiction and Mental Health Services – Cochrane	Conference Call
Community Futures St. Paul - Smoky Lake	St. Paul
Confederation Park 55+ Activity Centre	Calgary
Creative Aging Calgary Society	Calgary
Deaf & Hear Alberta	Calgary
Dementia Network Calgary	Calgary
Edmonton Seniors Coordinating Council	Sherwood Park
Edmonton Southside Primary Care Network	Edmonton
ElderCare Edmonton	Edmonton
FCSS Athabasca County	Athabasca
FCSS Beaumont	Leduc
FCSS Bonnyville & District	St Paul
FCSS Camrose & District Support Services	Camrose
FCSS Castor & District	Red Deer
FCSS City of Fort Saskatchewan	Leduc
FCSS City of Leduc	Leduc
FCSS Cochrane	Cochrane
FCSS County of Grande Prairie	Grande Prairie
FCSS Hinton	Hinton
FCSS Lac La Biche County	St. Paul
FCSS Spruce Grove	Stoney Plain/Spruce Grove
FCSS Stoney Plain	Stoney Plain/Spruce Grove
FCSS Strathcona	Sherwood Park
FCSS Town of St. Paul	St. Paul
FCSS Town of Sexsmith	Grande Prairie
FCSS Vulcan & Region	Lethbridge



Organization

Conversation Location

FCSS Yellowhead County	Hinton
Family Services of Central Alberta	Red Deer
Geriactors Theatre	Edmonton
Golden Circle - Senior Resource Center	Red Deer
Golden Life Management	Cochrane
Good Companions 50+ Club	Calgary
Grande Prairie Palliative Care Society	Conference Call
Greater Edmonton Foundation - Seniors Housing	Edmonton
Green Acres Foundation	Conference Call
Heartland Housing Foundation	Conference Call
Helping Hands	Cochrane
Hillhurst-Sunnyside Community Association	Calgary
Hinton Good Companion	Hinton
Home Instead Senior Care	Calgary
Hospice Calgary Society - Sage Centre	Calgary
Hospice & Family Violence, Elder Counsel Society	Camrose
Hospice Society of Camrose & District	Camrose
Immigrant Services Calgary	Calgary
Jewish Family Services - Calgary	Calgary
Jewish Family Services - Edmonton	Edmonton
Kerby Centre	Calgary
Lac La Biche County Community Access System	St. Paul
Lac La Biche Heritage Society	St. Paul
Lethbridge Housing Authority	Lethbridge
Life Times Psychological Services	Stoney Plain/Spruce Grove
LINKages Society of Alberta	Calgary
MD of St. Paul Foundation	St. Paul
Meals on Wheels	Edmonton
Meridian Housing Foundation	Stoney Plain/Spruce Grove
Millwoods Seniors Association	Edmonton
My BINGO Hub	Calgary
Neighbourhoodlink Parkland	Stoney Plain/Spruce Grove
Nord-Bridge Senior Centre	Lethbridge
Northwestern Alberta Retired Teachers Association	Grande Prairie
Oakridge Seniors Association	Calgary
Ogden House Seniors Club	Calgary



Organization

Conversation Location

Paradigm Home Health Services	Lethbridge
Pride Centre Edmonton	Edmonton
Saddle Hills County	Grande Prairie
St Aidan's Society	Fort McMurray
St. Albert Seniors Association	St. Albert
Senior Citizens Advisory Committee	Medicine Hat
Seniorizing in Alberta Society c/o Victory Life Church	St. Albert
Seniors Advisory Committee, City of St. Albert	St. Albert
Seniors Advocating for Seniors	St. Albert
Seniors on the Bow	Cochrane
Seniors Outreach Grande Prairie	Grande Prairie
Seniors Outreach Program	Red Deer
Service Option for Seniors (SOS) Program	Camrose
Serving Hands Seniors Care	Stoney Plain/Spruce Grove
Southeast Edmonton Seniors Association	Edmonton
Stony Plain United Church	Stoney Plain/Spruce Grove
Stop Abuse in Families (SAIR)	St. Albert
Studio 50	Grande Prairie
Town of Peace River	Conference Call with Amina Usman
Transition Well - Seniors Advisory Group	Cochrane
United Way of Calgary and Area	Calgary
Volunteer Lethbridge	
And Lethbridge Family Services	Lethbridge/Diana Sim – Two different orgs?
West End Seniors Association	Edmonton
Westview Homecare	Stoney Plain/Spruce Grove
Wood Buffalo Regional Library	Fort McMurray



C. Analysis of Conversation Questions by Area

Area for Collaboration

Areas for Collaboration That Will Bring Me to the Table

	Calgary	Edmonton and Area	North	South/Central	Conference Calls
Coordination and connection to achieve common purpose	x	x	x	x	x
Improving services for seniors	x	x	x	x	x
Leveraging knowledge and learning	x	x	x	x	x
Improving systems navigation	x	x	x	x	
Developing cross-sector connection and coordination	x	x			x
Addressing funding issues for community-based services for seniors.	x			x	x
Advocacy for seniors			x	x	
Developing service models that can be applied at the local level/rural communities			x	x	
Making connections to diverse populations of seniors	x				
Intergenerational connections and programming			x		
Evaluating action and developing standardized methods for reporting				x	

Outcomes

Outcomes

	Calgary	Edmonton and Area	North	South/Central	Conference Calls
Impact on funding and sustainability	x	x	x	x	x
Services and supports for aging in place	x	x	x	x	x
Connections: creation of a community-based seniors serving sector	x	x	x	x	x
Resource sharing and knowledge exchange	x	x	x	x	x
Stronger service pathways and access to needed supports and services	x	x	x	x	

Increase in understanding of impact: evaluation of results	x			x	x
Development of collective voice and advocacy	x	x		x	
Systems change: cross-sector connections	x	x	x		
Community and senior driven action	x			x	
Ageism is addressed	x	x			
Strengthening of the volunteer sector			x		
Ensuring rural communities are recognized and valued			x		

First Steps

First Steps

Calgary
Edmonton
and Area
North
South/Central
Conference
Calls

Undertake further conversation for buy-in and relationship building	x	x	x	x	x
Develop a governance approach for the sector	x	x	x	x	x
Create a vision/common framework for action for the sector	x	x	x	x	x
Learn from others	x	x	x	x	x
Obtain continued government support	x	x		x	x
Mobilize action and obtain some quick wins	x	x	x		x
Undertake systems mapping and develop a stronger understanding current programs and service	x	x	x		
Involve seniors in the development of a sector and ensure seniors have a voice	x	x	x		
Ensure effective communication			x		
Ensure clarity of definitions of rural and remote communities			x		

