# FRAMEWORK TO SUPPORT COORDINATION OF SERVICES FOR EDMONTON'S OLDER ADULTS:
## A ROADMAP

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A Roadmap

DRAFT

## Background:

With the pandemic's impact on the economy, the need for coordination of services for Edmonton's older adults (the demographic most adversely affected by COVID-19) has been demonstrated. The shock wave from the pandemic poses new challenges for community-based senior serving organizations and highlights ongoing challenges. Many conversations have taken place around collective action to navigate the challenges.

## The problems we believe require collective action include:

- **Inclusion and social connectedness are key factors in health outcomes** and research shows there are thousands of older adults in Edmonton who are experiencing or are at-risk of social isolation (social inclusion is a preventative measure that can ease the strain on our health care system).

- **At least 80% of health outcomes are determined by non-medical factors**, yet the majority of Alberta's health care spending goes toward medically-based care (there is a need to shift investment to address non-medical supports for older adults who wish to age in community in their homes).

- **We do not currently have a systematic approach to addressing the social supports (non-medical needs) for older adults living in community** (availability of community supports prevents potentially traumatic displacement of older adults and can reduce the need for more costly and intensive interventions down the road).

- **Without a systematic approach to addressing these problems, we fragment our efforts and we get pushed into the competitive mode for precious resources** to enable the provision of social supports to older adults requiring assistance (alignment and coordination of efforts, a common agenda, a framework to enable collective action and common goals are needed to address these system challenges).

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Among Edmonton's community-based seniors serving organizations, discussions have centered around developing a framework to support the coordination of services for Edmonton's older adults. **This would enable the creation of collective agenda, a common frame of action and work to address common goals. Now, the discussions are turning into action.**

Over the next three to five years, the **collective work of stakeholders will result in the creation of a community-led, citywide network** that forms the critical components of a framework.

The City of Edmonton has tasked the Edmonton Seniors Coordinating Council (ESCC) to provide leadership and perform the backbone role for this work. ESCC has developed the following roadmap, which relays the timeline associated with the work, the desired results, the benchmarks/ milestones and indicators that will mark progress.
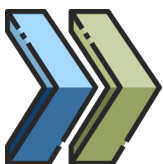
## We want to hear your ideas – Contact us!

**Edmonton Seniors Coordinating Council**
**executivedirector@seniorscouncil.net**
**780-423-5635**

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## Vision:

Facilitate equity of access and opportunity to resources that address health and social determinants for older adults to enable aging in community.

## What will it take:

An effective network of change makers committed to finding better, sustainable ways of working together to transform how healthy aging is imagined, invested in and supported in community.

## Our Purpose:

- Foster collective leadership and trusting relationships

- Facilitate innovation

- Catalyze coordination

- Build knowledge and capacity

- Strengthen integrity

- Support respectful inclusion

## Our Strategic Approach:

- Effective multi-stakeholder collaboration

- Effective organized network

- Increased capacity in and among stakeholder organizations

- Effective advocacy on issues affecting older adults

- New, creative approaches to funding

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| FALL 2020-SPRING 2021 | SPRING 2021-SPRING 2023 | SPRING 2023-Onward |
|---|---|---|
| **PHASE 1:** ASSESSING | **PHASE 2:** FORMING & STRETCHING | **PHASE 3:** IMPLEMENTATION |

**Stakeholder engagement, ongoing communication & developmental evaluation**

## Benchmarks & Milestones

- Stakeholders engaged
- Priorities identified and planning begins for action
- Opportunities for further collaboration explored
- Shared resource exploration
- Values and principles for network drafted

- Interim Leadership Group established
- Governance model determined
- Framework solidified
- Explore & develop Funders Table
- Shared resources/central services established
- Policy reforms advocated
- Developmental Evaluation Plan created
- Collective work aligned
- Impact data measured and shared
- Older Adults Needs Assessment (V.3) conducted

- Coordination of Services for Edmonton's older adults is evident
- Continuous evaluation and adaption
- Funders Table operational

## Indicators of Coordination of Services

- Framework approach and processes supported by stakeholders
- Community-Based Senior Service (CBSS) organizations see their place in the framework and begin taking action
- Collaboration opportunity identified
- Shared resource needs are identified
- Values and principles are used in Framework development

- Interim Leadership Group operational
- Working Groups emerge
- Movement to a new model of coordinating is resonating and validated by CBSS organizations and service providers from other sectors
- Engagement and participation in the framework increase
- Strengths and assets of organizations recognized; organizations contribute based on their strengths
- Organizations have a growing understanding of collaboration
- Organizations and leaders are engaged and are reaching out to advance the priority network action(s)
- Language organizations use changes (from *deficit* to *asset* mindset)

- More work happening in a coordinated way that spans organizations and sectors
- CBSS sector is increasingly using a network-based approach
- Funders understand the evolution of the framework and their role
- Multiple reinforcing actions
- Fewer silos, more people working together

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## Components to the Framework:



1. Network Gatherings;

2. Reference Group;

3. Collective Leadership Group;

4. Funders Table;

5. Working Groups/Action Teams; and

6. Backbone Organization (ESCC has been tasked to support the process and act as the backbone).

See pages 7 and 8  for a comprehensive overview of components.

## Network Gatherings
**Stakeholders could meet periodically as a whole collective.**

**The core function of the broader network could be to:**

- define common older-adult centered outcomes (systems lens and older adults lens);
- learn about each other;
- build trusting relationships;
- develop effective models and tools for collaboration;
- act as a unified voice to advocate for older adults;
- share information;
- create opportunities for knowledge and skill exchange; and
- support effective evaluation to understand the impact of our collective action.

## Reference Group
**The Reference Group could be made up of academia/research personnel, public sector representatives, policy makers, and representatives from key populations.**

Meetings of the Reference Group provide an avenue for researchers to learn of the work of the network and to potentially take on some of the 'research' that the network says is needed. Provides an avenue for key populations to consult and advise.

**The core function of the Reference Group could be to:**

- provide advice and support to the network; and
- explore the potential for additional research based on the needs identified by the network.

## Collective Leadership Group
**A sub-set of network members could enact a governance structure that provides enough agency that participants feel confident, safe, and willing to work together on our shared purpose and vision.**

**The core functions of the Collective Leadership Group could be to:**

- act as stewards of the broader collective vision;
- oversee the calendar and prepare agendas for network meetings;
- work with the Backbone Organization and working groups to ensure the needs of older adults across Edmonton are being met as equitably, efficiently, and sustainably as possible;
- set strategic direction; and
- monitor the overall health of the network.

## Funders Table

**The role of the Funders Table could be to provide an organized opportunity to facilitate a collaborative approach to the setting of the funding of coordinated healthy aging services for older adults.**

**The core function of the Funders Table could be to:**

- listen to the needs and priorities of older adults and the network's plan to meet those needs and priorities;
- adopt the objectives and outcomes that are developed and proposed collectively by the network;
- develop funding processes; and
- provide funds to fulfill those needs.

## Working Group

**The role of Working Groups could be to advance key priorities of the network.**

**The core function of the Working Group could be to:**

- convene and facilitate discussions and actions aimed at needs, barriers, or issues that require resources and capacity to address;
- identify the priorities for meeting their subject needs;
- articulate how to meet those priorities; and
- evaluate metrics to understand the impacts of actions and how they influence the wellbeing of older adults.

## Backbone Organization

**The role of the Backbone could be to connect stakeholders and keep the information flowing to ensure continuous development and alignment of objectives, priorities and activities.**

It enables strategic partners within the framework to implement a shared action plan, and creates clarity across the initiative to foster trust.

**The core function of the Backbone Organization could be to:**

- guide overall vision and strategy;
- advance policy;
- mobilize resources;
- build community engagement and will;
- support aligned activities;
- establish shared measurement practices; and
- ensure a focus on equity.

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## Outcomes:



1. Increased coordination

2. Increased trusting relationships between organizations

3. Increased collaboration

4. Increased engagement by stakeholders

5. Increased number of organizations participating

6. Stable and sustainable funding for priority services

7. Increased learning and adapting culture

**This is a draft document** – we want to gather feedback. ESCC will be engaging in conversations with member organizations and stakeholders at cross sector tables we convene. To add your voice to the conversation, contact us by emailing **executivedirector@seniorscouncil.net** or calling **780-423-5635**.