

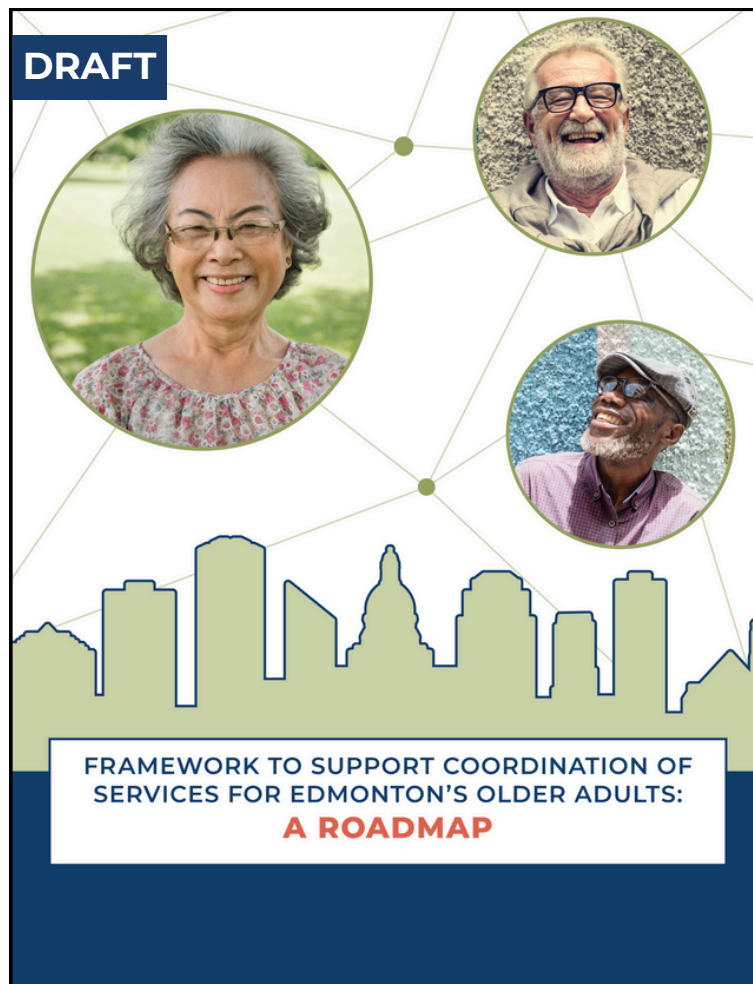


EDMONTON
SENIORS
COORDINATING
COUNCIL

Progress Update on the

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

A ROADMAP



2021 - 2023

Network Building

In 2021, the Edmonton Seniors Coordinating Council (ESCC) proposed a draft [Roadmap](#) for an intentional 'Network of Change Makers' as a new way of working together to strengthen the community-based senior serving (CBSS) sector.

The structure of an action network was envisioned to be inviting, flexible and adaptable to change as needed. Key reasons for network building were to:

- facilitate equity of access and opportunity to resources that address health and social determinants for older adults to enable aging in community
- mobilize and unite the sector to sustain the age-friendly movement in Edmonton and area, and
- build capacity for collective action.

The draft was taken to ESCC members and other participants in the large cross-sector table that we support. Constructive feedback was gathered to improve the Roadmap. Stakeholders largely supported this vision of network and sector building. Since 2021, they have shared their ideas for success, come together at network gatherings, served on action hubs and/or in leadership roles. Through their participation, the Network is well on its collective way to addressing needs, issues, challenges, and barriers to aging well.

The benchmarks and milestones set out in the Roadmap are listed below.



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 adaptation
- Funders Table operational

The Roadmap also anticipated the following Indicators of Coordination of Services. Progress updates for each indicator are provided in the remainder of this document.


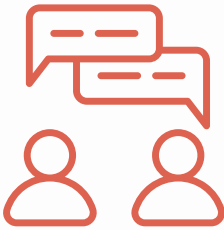
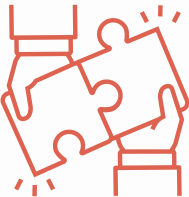
Indicators of Coordination of Services





- 1** Framework approach and processes supported by stakeholders
- 2** Community-Based Seniors Serving (CBSS) organizations see their place in the framework and begin taking action
- 3** Collaboration opportunities are identified
- 4** Shared resource needs are identified
- 5** Values and principles are used in Framework development

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

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

Key Progress Indicators:

<p>1. Framework approach supported by stakeholders</p> 	<p>The majority of the framework components and approach have come to life between 2021-23. Network gatherings, a collective leadership group, working groups and backbone components are all active.</p> <p>Two other components were not supported as short-term priorities: 1) a funders table, and 2) a specific reference group focused on research and consultation. They may be revisited at another time.</p> <p>Rather than a single reference group, we have utilized the 'consultation approach' set out in the framework in other ways, such as gathering advice from people with lived experience to inform the seniors coordinated outreach model design.</p>
<p>2. Community-Based Senior Service (CBSS) organizations saw their place in the framework and took action</p>	<p>Twenty-six organizations responded to ESCC's 2022 invitation to develop a coordinated model for outreach services. Organizational leaders and staff attended planning meetings, formed task/working groups, completed surveys, and helped to make sense of information gathered. The majority of organizations stayed involved over the 16-month process of getting to the implementation phase. The new model for Seniors Coordinated Outreach involves 11 organizations (plus ESCC as the backbone) in the delivery of services with funded staffing. 'Hoteling' enables additional organizations to request coverage of outreach needs by having outreach staff visit their sites periodically.</p>
<p>3. Collaboration opportunities were identified</p> 	<p>In 2022 a pilot project formed to provide home support services to seniors being discharged from hospital (Aging in Community Supports). The pilot included a collaborative of two CBSS agencies and ESCC as the backbone organization.</p> <p>The Aging in Community Supports pilot led to the development of the Social Prescribing Pilot Project to further develop formal referral pathways between healthcare providers and CBSS organizations. Five CBSS organizations and ESCC as backbone launched the model in Feb 2023. Funding for the pilot was obtained from the provincial government from fall of 2022 to Dec 1, 2023. The pilot's success led to a second funding agreement for six partner agencies and ESCC as backbone for Dec 2023-Mar 2025. An anonymous trust also provided funds for the Edmonton Social Prescribing Project along with other sites in Alberta, with coordination from Healthy Aging Alberta.</p>
<p>4. Shared resource needs identified</p> 	<p>Engagement efforts with the Network resulted in identification of several shared resource needs including human relations (HR), information technology, staff benefits and accounting. These needs are not specific to the seniors sector; they apply to many non-profits. Our office colleagues, the Edmonton Chamber of Voluntary Organizations (ECVO), were invited to a 2023 network gathering, to bring information about ECVO's shared services program under development. ESCC served on the advisory committee to support design and development. ECVO now assists organizations with HR through this model, and ESCC bridges connections for CBSS organizations looking for support.</p>

<p>5. Values and principles were used in Network development</p> 	<p>The Equity Task Group of the Coordinated Outreach Project led to the development of values and principles that would become part of the new service model (with support from Family and Community Support Services Program, Edmonton). These values and principles put equity at the core of the service and are a touchstone for collaborative work and network development. These can be viewed in the Jan. 2024 report on How We Coordinated City-Wide Outreach Services for Edmonton Seniors.</p>
<p>6. Interim collective leadership group (ICLG) operational</p> 	<p>The ICLG was formed in 2021, and by the end of 2022 they had completed their work plan, the governance model was determined, and they were transitioning to an ongoing Stewardship Group for the Network.</p> <p>The Stewardship Group provides ongoing oversight to the Network. During 2023 they worked through a co-design process with Age Friendly Edmonton leaders to eliminate the silos between these two ESCC-led initiatives. They integrated their shared mandate, formed a single collective leadership table, and wrapped up the year by starting the branding work for the renamed: Edmonton Age Friendly Alliance. Terms of Reference</p>
<p>7. Working groups emerged</p> 	<p>The Social Prescribing working group of the Network was successful in obtaining funding for a pilot project, and the group evolved to leading the pilot with ESCC as backbone.</p> <p>Age Friendly Edmonton's working groups (action hubs) included: Reducing Ageism; Responding to Diversity; Supporting Aging in Place; and Intergenerational Connections. Learn more about the action hubs.</p>
<p>8. A new model of coordinating resonated and was validated by CBSS organizations and service providers from other sectors</p> 	<p>The Seniors Coordinated Outreach model (which integrated the Seniors Home Support Program) employed the approach to support coordination of services set out in the framework. As noted above, 26 CBSS organizations participated in the 16-month process of designing a more coordinated model of outreach, which shows commitment to the approach. Applications for implementing the new model, and funder participation show a high degree of resonance and validation.</p> <p>The coordination of Social Prescribing has also attracted participation and funding from not only the CBSS sector, but from the healthcare sector as well. Over 600 referrals were made to the Social Prescribing collaborative, with almost half being from HomeCare, 20% from hospital, 11% from Primary Care Networks, family physicians and other healthcare professionals.</p>

9. Engagement and participation in the Network increased



The CBSS Sector Declaration developed by the ICLG was endorsed by over 500 signatories prior to the 2023 spring provincial election. An infographic of the CBSS sector and its value in creating a healthy community have drawn wide interest as demonstrated by **693** views and downloads from April 2023 to May 2024 on the ESCC website.

Turnouts at Network Gatherings and a 2022 Summit, show an increase in attendance and engagement. In feedback from the Nov. 2023 Gathering, **100%** of respondents said they made new connections.

10. The strengths and assets of organizations were recognized; organizations contribute based on their strengths



The working groups/task teams that formed to guide the development of the Seniors Coordinated Outreach model provided an opportunity for organizations to have staff or board members be involved based on their areas of interest and expertise.

Four task teams drew on the strengths of community:

- service mapping and referrals team;
- equity, diversity, and inclusion team;
- data management and evaluation team;
- seniors engagement team.

Planning stages for both coordinated outreach and social prescribing have attracted partners with strengths that align to the service models. Metrics built into collaborative agreements and evaluation help to demonstrate how organizations feel about the collaboratives.

11. Organizations have a growing understanding of collaboration



Collaboration with others seems to be a valued part of Network participation because it adds to the existing capacity of individual members. Working together allows people to lean on each other's different expertise, share resources and costs, avoid duplication of work, and provide feedback to each other. In most recent years, collaborating with others has been seen to be a huge benefit to building the Network's capacity for advocacy and subsequent ability to enact systems change in the sector.

ESCC's Annual Survey to members and Network participants garnered 139 responses in 2023. We asked if there was an increase in capacity to engage in collaborative efforts after participating in any of ESCC's coordinated activities (listed). **53%** of participants and **72%** of the Coordinated Outreach group agreed or strongly agreed.

63% of participants and **76%** of the Coordinated Outreach group agreed or strongly agreed when asked if as a result of working together, they felt the program, project, or network is more effective than if each partner was operating on its own.

57% of participants and **66%** of the Coordinated Outreach Group agreed or strongly agreed when asked if as a result of working together, the program/project, or network has made a positive impact on social issues in our community.

12. Organizations and leaders were engaged and were reaching out to advance the priority network action(s)



Numerous systemic challenges affecting the sector have been voiced by network participants, including ESCC members:

- lack of supports/services tailored to vulnerable older adults,
- lack of personal knowledge about available resources,
- difficulty accessing services,
- income insecurity,
- housing and transportation challenges,
- mental health and social isolation,
- siloing of services,
- lack of collaboration in the sector,
- funding scarcity,
- lack of a unified voice, and
- equity challenges.

The 2021 draft Roadmap proposed a means for collectively addressing many of these challenges. Both coordinating outreach services and developing formal pathways to work with the healthcare sector (through Social Prescribing) address many of the identified priorities. These system change efforts are now generating data that can inform program adaptations and demonstrate impact on an ongoing basis.

13. Language organizations use changes (from deficit to asset mindset)



Based on analysis of comments to our ESCC annual survey, in earlier years, members were more vocal about the need to build relationships with each other to have the confidence to work together. There was a sentiment that the network did not feel cohesive and collaborative. Since 2021, there have been less comments on this topic, although building trust between participants is still an area that could use more support.

Most recently, respondents have called attention to the need to reach greater numbers of seniors (2022), become more effective at communicating with key interested parties (2022), and coordinate networking efforts (2021).

14. Coordinated work spanned organizations and sectors






Eleven organizations work with ESCC as the backbone to deliver the the Seniors Coordinated Outreach Program, including several organizations that are from the ethno- cultural sector as well as the Canadian Mental Health Association which acts as the central phone access point via the Seniors Information Phone Line (211). Six organizations with ESCC as the backbone deliver the services of Social Prescribing.

From Jan 2023 to March 2024, **522** unique healthcare providers submitted at least 1 referral to Social Prescribing.

15. CBSS sector is increasingly using a network-based approach

Senior Centre Executive Directors identified areas of common concern and are working together to provide the City of Edmonton with recommendations on the Senior Centre Investment Program grant structure.

<p>16. Funders understand the evolution of the framework and their role</p> 	<p>On September 8, 2023, there was a meeting of funders related to the Seniors Coordinated Outreach program and the Social Prescribing project. The meeting resulted in securing funds for additional program elements. A training framework, a public education plan, and partner short-term needs are being addressed as a result.</p>
<p>17. Multiple reinforcing actions</p> 	<p>ESCC's 2023 Annual Survey was sent to our network and member contacts, with 139 responses gathered. Some results express the reinforcing power of collective actions.</p> <p>Respondents indicate which of many coordinated activities, initiatives, projects/networks, communities or practice, events, and/or learning opportunities they participated in. As a result of these ESCC-supported activities, respondents told us:</p> <ul style="list-style-type: none"> • 60% agree or strongly agree that their <u>relationships and/or connections have been enhanced</u>, • 74% agree or strongly agree that they have <u>improved their knowledge</u> <p>ESCC works closely with Healthy Aging Alberta to align efforts to be mutually supportive. An example of this was partnering to promote key messages about the value of the CBSS sector prior to the 2023 provincial election.</p>
<p>18. Fewer silos, more people working together</p> 	<p>Prior to implementation of the Seniors Coordinated Outreach service model, 12 organizations were delivering outreach services individually, not in collaboration with other organizations. Now 11 organizations, with ESCC as the backbone, collaborate to offer the services and have adopted shared intake and referral resources, a common evaluation and data collection practices. In 2023 there were 3,886 older adults who received outreach services and 640 older adults who received social prescribing services from the collaborative programs.</p> <p>The Seniors Home Supports Program integrated into the coordinated outreach program to reduce silos. This program generated close to 7,500 referrals from Jan. 1, 2021 to Dec. 31, 2023 to home support service providers for snow removal, yard help, minor home repair, housekeeping, personal care and moving support. Unique participants each year were: 1,657 active in 2021; 2,012 active in 2022; and during the transition year 2023, 1,534 people were active.</p>

ESCC remains focused on choosing strategic, targeted ways to foster relationships that lead to organizations and champions taking on leadership roles based on priorities identified by older adults and senior serving organizations.

We thank our all members and the many stakeholders in the Network and Age Friendly Edmonton for their contributions, ideas, and energy. Because of your hard work, the future of our sector looks promising.

Sheila Hallett

Executive Director

Edmonton Seniors Coordinating Council (ESCC)

