

2007 ESCC Program Logic Model

VISION STATEMENT

Through the work of ESCC, organizations that provide services to seniors have enhanced capacity and work collaboratively to provide effective, accessible services to meet the diverse needs of seniors in Edmonton.

MISSION STATEMENT

To enhance the capacity of organizations that provide social support and recreational services to seniors through facilitating collaboration and resource sharing.

PROGRAM

ESCC (Edmonton Seniors Coordinating Council) --Supportive Communities

STATEMENT OF NEED

The number of older adults in Edmonton is increasing. Approximately 12% of the population is currently over the age of 65 and 25% is over the age of 50. In the next decade, there will be a 100% increase in two separate groups: 50-60 year olds and those over 80. By 2025, the number of seniors 65 and over will increase to 25% of the population. This demographic shift will have an impact on programs, services and staffing within community-based senior-serving organizations. It is recognized that present resource levels cannot increase proportionate to the anticipated increases in older adult populations in Edmonton. The ESCC, in its coordinating capacity, will work with agencies to provide comprehensive, effective, efficient and accessible social and recreational programming for seniors throughout Edmonton.

STRATEGY

- i. **Develop and maintain a broad strategic plan that addresses the needs of seniors and senior-serving organizations in Edmonton and provides planning and support for members.** The ESCC will review and research current issues pertaining to Edmonton seniors and senior-serving organizations in order to facilitate development of a broad strategic plan recommending an array of senior-serving services and programs designed to meet identified needs. The plan has been created by members and representatives of member organizations and approved by the ESCC Board of Directors. Members are utilizing the plan to develop their own community strategies and array of services.
- ii. **Address priority issues for senior-serving organizations.** ESCC will continue to address those priority issues identified by the Edmonton Task Force on Community Services for Seniors, e.g., diversity, transportation, and isolation. The ESCC will work with members to develop innovative solutions to complex problems by bringing together stakeholders and strategizing for action (e.g. Roundtable on Transportation). Members will be surveyed annually to ensure the ESCC is addressing issues and challenges impeding the delivery of services to seniors.
- iii. **Encourage and facilitate the sharing of resources among senior-serving organizations.** The ESCC will provide a forum for member organizations to discuss sharing resources (i.e., personnel, personnel services [e.g., staff benefits], contract services, equipment, supplies) to provide more comprehensive citywide services.
- iv. **Represent senior-serving organizations on issues pertaining to services for seniors.** In meetings with the government, corporate, and public sectors, the ESCC will use the collective voice of its membership to represent senior-serving organizations and the issues that affect them.
- v. **Disseminate information on behalf of its member organizations.** The ESCC will collect research information on seniors and senior-serving organizations to share with member organizations and seniors. A website for seniors and/or senior-serving organizations provides citywide program information and this is complimented three times a year with a published

directory of programs for seniors. A quarterly newsletter and weekly e-bulletins (Link-Letters) also serve to keep the sector informed of upcoming events of ESCC and member organizations (e.g. conferences and workshops, job opportunities and new programs).

- vi. **Identify opportunities to provide cost-effective services to member organizations.** In many cases, individual member organizations lack the financial and/or human resources for developing the full array of services to benefit their communities. The ESCC will work with member organizations to identify what they require to provide comprehensive services for their clients. Once the need is identified (i.e., research, fund development, workshops, staff training and development), the ESCC will assist in finding the resources to meet these needs (e.g. cultural sensitivity training guide).
- vii. **Support collaboration among senior-serving organizations in the delivery and evaluation of social and recreational programs and services.** The ESCC will act as a catalyst to facilitate senior-serving organizations working together in the delivery and evaluation of services. For example, the ESCC has conducted two workshops on immigrant and refugee seniors working closely with the multicultural community of Edmonton.

RATIONALE

- i. A citywide broad strategic plan will help identify the priority needs of seniors in Edmonton and will assist senior-serving agencies in finalizing their own strategic plans. The agency plans will be informed by the citywide plan. This process, along with facilitated discussion between and among senior-serving organizations, will provide an opportunity to reduce gaps and overlaps in service.
- ii. A senior-serving organization might spend considerable time and resources addressing an issue, not realizing that other seniors' organizations are also concerned about the same issue. With a collaborative process in place, fewer of an organization's resources will be devoted to a common issue, allowing the organization to focus more on delivering services to seniors. Large issues such as the huge demand for transportation and lack of adequate services could not be solved by any one organization alone--it requires massive collaboration.
- iii. There are services that could be provided collectively by groups of organizations that would not be feasible by a single small organization. Likewise, there are services that each is providing that could be delivered more cost-effectively if provided collectively.
- iv. As with item ii above, there will be cost savings in having the ESCC address issues that are faced by the members rather than each agency addressing these issues individually. As well, collectively senior-serving organizations will have a stronger voice in addressing these needs.
- v. At present, most senior-serving organizations have little time to find and review current research and literature. The ESCC will provide this service and help organizations ensure their services are grounded in research and best practices. At the same time, there are limited avenues for promoting the wide range of seniors programs throughout the city. By sharing promotional resources, senior-serving programs and services will be more visible to seniors. Through weekly contact with all senior-serving organizations there is opportunity to keep everyone informed about what is going on in the sector.
- vi. A number of initiatives have been identified as being too expensive for individual organizations. The ESCC will provide a vehicle for combining resources in order to make these initiatives affordable.
- vii. There are many common elements among senior-serving organizations. The ESCC will provide the opportunity for members to seek ways to improve services by working together.

PROGRAM GOAL

In January 2007 the ESCC Board of Directors developed a strategic plan with the following nine goals:

- Goal 1 – To facilitate the development of a broad strategic plan for Edmonton seniors. (This is really a strategy for achieving old goals # 3, 4, 6 and 7)
- Goal 2 – To increase organizational effectiveness (of ESCC). (Addresses old goal #1 and 2)
- Goal 3 – Increase, retain and serve a broad based membership. (Involves old goals #5 and 6)
- Goal 4 – Address priority issues. (Same as old goal #3)

- Goal 5 – To secure sustainable funding. (Relates to old goal #1)
- Goal 6 – To develop and support strategic partnerships in the community. (Relates to old goal #7)
- Goal 7 – To implement an ongoing evaluation plan. (Same as old goal #2)
- Goal 8 – To promote and/or facilitate the sharing of resources. (Same as old goal #4)
- Goal 9 – To increase visibility and credibility of ESCC. (This is a strategy to address all old goals)

Goals from 2005

- Goal 1 – Provide infrastructure to manage ESCC
- Goal 2 – Establish an evaluation framework for ESCC
- Goal 3 – Address priority issues
- Goal 4 – Promote and facilitate sharing of resources
- Goal 5 – Represent senior-serving organizations on issues
- Goal 6 – Disseminate information, needs assessments and best practices
- Goal 7 – Support collaboration in senior-serving organizations in delivery and evaluation

Inputs	Activities	Outputs	Outcomes	Indicators of Success	Measurement Tools
<ul style="list-style-type: none"> ▪ Volunteer Board of member agency personnel and senior advisors ▪ Volunteer time ▪ Two staff ▪ Staff time ▪ Equipment and supplies ▪ Office ▪ Funding ▪ Available Research published by other organizations ▪ Established membership ▪ Policies ▪ Database 	<p>1. Communication--to act as a clearinghouse for collecting and disseminating information to senior-serving groups.</p>	<ul style="list-style-type: none"> ▪ Website ▪ Newsletter ▪ Weekly E-Bulletins (Link-Letter) ▪ Program Directories ▪ Reports ▪ Promotional material ▪ Research 	<p><u>Short-term:</u> Senior-serving groups are aware of ESCC and the services it provides.</p> <p><u>Intermediate:</u> Senior-serving groups have an increased knowledge of ESCC and start using the resources/services of ESCC.</p> <p><u>Long-term:</u> Senior-serving groups have increased effectiveness because of the ESCC's information provision.</p>	<ul style="list-style-type: none"> • An increased number of visits to our website resource pages. • An increased number of groups and individuals requesting our weekly e-bulletin. • Increased demand for the program directory. • An increased number of invitations ESCC receives to present information. • Increased number of requests for information. • Senior-serving group staff and board members report an increase in knowledge about the ESCC and sector resources. • Senior-serving groups have increased access to sector-specific information. • Senior serving groups are able to state at least one way the ESCC's information made their group more effective within the last year. 	<ul style="list-style-type: none"> • Yearly website resource page hits. • Yearly requests to be included in the e-bulletin distribution list. • Yearly distribution counts for the program directory. • Yearly counts of invitations to present information. • Yearly counts of requests for information. • Annual survey of members.

Inputs	Activities	Outputs	Outcomes	Indicators of Success	Measurement Tools
	<p>2. Internal Organizational Development—to increase the effectiveness and efficiency of ESCC so it can enhance the capacity of groups that provide services to seniors.</p>	<ul style="list-style-type: none"> ▪ Evaluation frameworks ▪ Evaluation report ▪ Reports to Funders and Members ▪ Certificates staff received from personal development classes ▪ Membership reports 	<p><u>Short-term:</u> Volunteers, the board and staff of ESCC have the knowledge and capacity to respond to members.</p> <p><u>Intermediate:</u> ESCC is being utilized by the community and is recognized as a credible resource.</p> <p><u>Long-term:</u> ESCC is adequately resourced to meet its goals.</p>	<ul style="list-style-type: none"> • An increased number of volunteers, staff and board report a high level of confidence regarding their knowledge and skills to serve the ESCC and its members. • An increased number of members report satisfaction with ESCC service. • An increased number of committees, roundtables or forums we are invited to serve on. • An increase in the number of organizational members and associate members. • An increased number of visits to our website. • An increase in the diversity of funding. • An increase of In-kind support. 	<ul style="list-style-type: none"> • Annual evaluation of committees, staff and board. • Annual survey of members. • Yearly counts of invitations to serve on committees, roundtables and forums. • Annual membership counts. • Yearly website visits. • Progress on goals as cited in the organizational evaluation.

Inputs	Activities	Outputs	Outcomes	Indicators of Success	Measurement Tools
	<p>3. Representation—to educate, inform on seniors issues and/or speak out on behalf of senior-serving groups for proposed change (i.e. improvements to transportation or senior-centre funding)</p>	<ul style="list-style-type: none"> ▪ Presentations or briefings to policy makers ▪ Letters to policy makers ▪ Consultation sessions with senior-serving groups to identify issues and recommend actions ▪ ESCC Letters to the editor in local newspapers ▪ Fact sheets ▪ Forums on issues/trends (i.e. Roundtable) 	<p><u>Short-term:</u> ESCC has identified key issues.</p> <p><u>Intermediate:</u> Senior-serving groups recognize the benefit to a collective voice and contribute to a strategy on a key issue.</p> <p><u>Long-term:</u> A proposed change has occurred as a result of representation.</p>	<ul style="list-style-type: none"> • An increased number of members take part in issue identification. • Members of ESCC report satisfaction with the identification of key issues that ESCC will address. • Participants report satisfaction with strategy sessions on key issues. • Participants feel their voice was heard at a strategy session. • Participants state that their organization benefited from collective representation and an increased number are able to name at least one benefit. 	<ul style="list-style-type: none"> • Annual membership application survey. • Number of annual membership application survey respondents that add to the list of issues that ESCC currently working on. • Roundtable evaluations. • Number of respondents that can name at least one benefit of collective representation.

Inputs	Activities	Outputs	Outcomes	Indicators of Success	Measurement Tools
	<p>4. Community development—to increase the capacity of organizations that provide services to seniors to be more effective and efficient and to enhance the services provided to seniors at the macro and micro level.</p>	<ul style="list-style-type: none"> ▪ Workshops on focus areas i.e. board development ▪ Planning sessions ▪ Resource-sharing project 	<p><u>Short-term:</u> Senior-serving staff, board members and volunteers participate in ESCC workshops, planning sessions or resource-sharing projects.</p> <p><u>Intermediate:</u> Senior-serving staff, board members and volunteers have increased their knowledge in a focus area. Senior-serving staff, board and volunteers feel they have contributed at a planning session or benefited from a resource-sharing project.</p> <p><u>Long-term:</u> Senior-serving organizations experience a sustainable change as a result of the community development work of the ESCC.</p>	<ul style="list-style-type: none"> • Increased number of participants in workshops, planning sessions and resource-sharing projects. • Workshop participants report an increase in their knowledge in a particular focus area. • Planning session participants report satisfaction with the process on consultation. • Participants in resource-sharing projects report satisfaction with the project. • Positive feedback from correspondence and verbal • Requests for additional materials from sessions • Senior serving groups are able to name at least one benefit they've experienced as a result of ESCC's workshops, planning sessions or resource-sharing projects within the last year. 	<ul style="list-style-type: none"> • Yearly count of attendance at workshops, planning sessions and resource-sharing projects. • Workshop, resource-sharing projects and planning session evaluations. • Comments obtained from participants either verbally or through correspondence following sessions. • Annual survey of membership

