

# Let's Touch the Skies!

## Final Report



September 2015

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Western Rocky View Community Resource Centre Project Team

*For:* LTTS Implementation Steering Committee

*Funded by:* Status of Women Canada



# Project Overview

- **Dec 2012-Aug 2013** – Community based research and a report including results and recommendations completed (*Let's Touch the Skies! A Report on Women's Economic Security in Cochrane & the Surrounding Area*)
- **Fall 2013** – The Report was also released to Stakeholder organizations, professionals, and community members, Town Council and Rockyview County
- **Fall 2013** – Several stakeholders commenced collaborative work on some key recommendations during the research phase and were identified as satellite working groups
- **Jan-March 2014** – Implementation Steering Committee reviewed the recommendations and prioritized the implementation goal to be:  
***"Enhanced coordination of community services to promote women's economic security in Cochrane and area using a gender based analysis lens"***
- **April 2014-August 2015** – 'Let's Touch the Skies' Project Team and satellites worked diligently on the implementation plan and key recommendations to achieve outcomes outlined in this report

# Let's Touch the Skies Community Implementation Plan





**Public Policy**  
Childcare  
Transportation  
Housing

<b>Key Activities</b>	<ul style="list-style-type: none"><li>• LTTS project team researched best practices for a Municipal social policy along with an inclusion and equity tool.</li><li>• LTTS selected the inclusion and equity tool developed by The City for All Women’s Initiative in Ottawa (CAWI).</li><li>• Lethbridge’s Inclusion consultant, member of the CAWI team, presented the tool to Town Administration and the LTTS Steering Committee. Town of Cochrane committed to developing Social Policy.</li></ul>
<b>Barriers and Challenges</b>	<ul style="list-style-type: none"><li>• Municipality indicated a readiness for an Equity &amp; Inclusion Lens</li><li>• Education/awareness for “social” issues intersection with other departments</li></ul>
<b>Current Momentum</b>	<ul style="list-style-type: none"><li>• Key frameworks being applied to municipal and community work: WIC (Welcoming &amp; Inclusive Communities by AUMA), CCMARD (Canadian Coalition of Municipalities Against Racism &amp; Discrimination) &amp; Ottawa’s Equity and Inclusion Lens</li><li>• Baseline data and evaluation gathered through the WIC Diversity Evaluation by Town Executive Leadership (9 completed in total)</li><li>• Town staff survey to gather information on diversity, equity and inclusion awareness circulated to 200 individuals with 89 respondents.</li><li>• Town Department and Senior Leadership presentations to discuss process, procedures and AD’s that will help to support Equity &amp; Inclusion objectives.</li><li>• Internal Equity &amp; Inclusion staff committee development</li><li>• Grant application (Human Rights &amp; Multiculturalism Fund) to support activities and engagement events to recruit for community Equity &amp; Inclusion Committee (work jointly with Town committee).</li><li>• Town of Cochrane Social Policy Draft</li></ul>



**Public Policy**  
**Childcare**  
Transportation  
Housing

<b>Key Activities</b>	<ul style="list-style-type: none"><li>• Snapshot of Federal, Provincial and Local Child care situation</li><li>• Presentation to key community stakeholders of snapshot, evidence-based models of afterschool programming &amp; ECMAP findings.</li></ul>
<b>Barriers and Challenges</b>	<ul style="list-style-type: none"><li>• Multiple agenda's of stakeholders</li><li>• Varying and disparate resources available amongst stakeholders (space, transportation to, funding, leadership, staff)</li></ul>
<b>Current Momentum</b>	<ul style="list-style-type: none"><li>• After School Care Collective formed</li><li>• After School Programming Focus established by collective</li><li>• Two directions to be determined (Supervision only focus or specific program delivery)</li><li>• Initiative lead by Fiona Gilbert with FCSS and potential backbone organization to support the collective</li><li>• Two Strategic planning sessions held to date with next steps focused on determining the quality and focus of the collective (where on spectrum of collaboration are each of the stakeholders).</li><li>• Potential changes to provincial delivery and funding for childcare/afterschool care</li></ul>



**Public Policy**  
Childcare  
**Transportation**  
Housing

<b>Key Activities</b>	<ul style="list-style-type: none"><li>• Town of Cochrane commissioned a study on transit and are considering various transit options however no specific timelines for transit have been established.</li><li>• Resource Centre applied for additional funding to support the CAR program</li><li>• LTTS researched and presented interim local transportation options to the Cochrane and Area Seniors Advisory Committee. One of the options is to implement a Dial-a-Bus route to serve the seniors population.</li></ul>
<b>Barriers and Challenges</b>	<ul style="list-style-type: none"><li>• Geographically widespread neighborhoods</li><li>• Cross migration into Calgary</li><li>• Seniors and Youth are two specific sectors Impacted</li><li>• Private Transportation not cost effective</li></ul>
<b>Current Momentum</b>	<ul style="list-style-type: none"><li>• There has been no timelines set to launch local transit by the Town as of now.</li><li>• As a result of the LTTS presentation to seniors on transportation options, FCSS applied for a Federal New Horizons grant to pilot a Dial-a-Bus service for seniors in Cochrane. The Dial-a-Bus will provide local service within a specified route in Cochrane for seniors and other community members.</li><li>• FCSS will know by October 2015 if they have been successful in the grant application.</li><li>• RC received additional funding for the CAR program which will give more people access to social transport.</li></ul>



**Public Policy**  
Childcare  
Transportation  
**Housing**

<b>Key Activities</b>	<ul style="list-style-type: none"><li>• Housing Forum held</li><li>• Continuing to advocate for diversity in housing</li><li>• Pursue opportunities to create new housing types</li></ul>
<b>Barriers and Challenges</b>	<ul style="list-style-type: none"><li>• Funding</li><li>• Human Resources</li><li>• NIMBY (Not In My Back Yard)</li></ul>
<b>Current Momentum</b>	<ul style="list-style-type: none"><li>• Service Agreement up for renewal at year end.</li><li>• Information collected at Housing Forum being used as base information as opportunities arise to address local housing issues. (e.g. Information on seniors housing issues brought to new Seniors Advisory Council). Gaps Identified at the Housing Forum include: affordable rental units, DV emergency/transitional housing, youth emergency/safe housing, affordable seniors housing.</li><li>• CSHO is taking possession of 13 – 2-bedroom units to be operated under the Provincial Affordable Housing Program. The occupancy date is October 1, 2015</li><li>• CSHO has completed their 5 year Strategic Plan developed in 2009. This spring, the organization experienced a complete changeover of Board of Directors. The new Board will begin working on a new Strategic Plan in the coming months. Information collected at the Housing Forum will provide some guidance in that process.</li><li>• CSHO will participate in the development of the Municipal Equality and Inclusion Policy to ensure it addresses housing issues as identified by the community and at the Housing Forum.</li></ul>



## Workplace Culture

Community Health and Wellness

### Key Activities

- LTTS research showed that an AHS sponsored Community Helper's program in Banff has been successful in engaging local businesses to train employees to provide peer support. This is a 3-year program to build capacity of ordinary citizens to participate in primary prevention of mental illness and other social issues.
- LTTS worked diligently with Alberta Health Services to bring the Community Helper's Program to Cochrane. The program was launched in March 2015.
- Sharon MacDonald has been hired as the Program Coordinator for the Community Helpers Program. She is engaging Cochrane's schools, businesses, non-profits, service providers, health services, and faith community to offer Community Helpers training to a broad cross-section of Cochrane residents.

### Barriers and Challenges

- LTTS tried to engage the Local Chamber of Commerce with limited success. LTTS continued to work with the Town of Cochrane Economic Development office to engage local businesses, however could not gain any momentum.
- Engaging the Business Community continues to be a challenge.

### Current Momentum

- Two workshops have been offered to date, with 23 people participating and 17 completing all modules to become full-fledged Community Helpers. These trained Community Helpers work in various sectors: seniors services, public schools, municipal services, children's programming, and local non-profit agencies.
- Additional Community Helpers training workshops are scheduled for October and November.
- In November, Mental Health First Aid training is being offered free of charge to Community Helpers.
- Sharon is working in conjunction with Town of Cochrane Economic Development to further ways that Community Helpers training can become part of a workplace wellness strategy for Cochrane businesses.



## Adult Literacy/ Education

### Key Activities

- A satellite working group consisting of representation from Rocky View Schools Learning Centre, Rocky View Adult Education, Bow Valley College was established to review systemic barriers and collaborate on coordination of services.
- All three organisations reviewed their onsite and online programming to coordinate services and create joint programming.
- The group also discussed sharing space and operating out of the same facility however were not successful due to economic conditions

### Barriers and Challenges

- Financial constraints are a major obstacle to individuals and to our joint plans
- Transportation and childcare constraints are an obstacle to individuals to attend the programs

### Current Momentum

- Summer program activity guide had a coordinated one pager on adult education.
- BVC and Town of Cochrane Economic Development provided space and equipment to RVSCL for an adult basic computer class, Spring 2015.
- The United Way partnership has approved a grant to BVC for delivery of 4 beginner computer workshops to Cochrane Seniors in partnership with Seniors on the Bow
- A referral form has been created and has been facilitating the referral between BVC and RVSAL
- Influenced by LTTS project the BVC rep at that time completed her Master's degree thesis to identify systemic barriers to postsecondary education for women in Cochrane



# Primary Prevention

<b>Key Activities</b>	<ul style="list-style-type: none"><li>• This was not specified as priority as RV School Division along with community stakeholders is leading the way in Primary Prevention programming.</li></ul>
<b>Barriers and Challenges</b>	<ul style="list-style-type: none"><li>• Although RV School division, B &amp; G club, Stepping Stones and PLC, FCSS are all working towards providing key programs for primary prevention, there does not seem to be a coordinated framework of response</li></ul>
<b>Current Momentum</b>	<p>Several organizations are engaged in primary prevention activities including:</p> <ul style="list-style-type: none"><li>• Rocky View School Division is increasingly accessing evidence-based primary prevention programs and developing collaborations and wrap around services for children and youth.</li><li>• Stepping stones to mental health???</li><li>• The Community Helpers' Program has a specific component aimed at training youth with specific skills to assist other youth.</li><li>• Boys and Girls Club of Cochrane and Area offers many programs aimed at mentoring and relationship building.</li><li>• Parent Link Centre provides early child education and other supports to parents of children birth to age six.</li><li>• Family and Community Support Services offers a variety of Family Life Education programs.</li></ul>



# Seniors Advisory Committee

<b>Key Activities</b>	<ul style="list-style-type: none"><li>• LTTS attended two seniors forum and recognized that there was a lack of coordinated response to seniors issues although several agencies provided services for seniors. As a result LTTS established a Seniors Advisory Committee (CSAC) .The committee consists of 17 members representing seniors service providers and the community at large and the mandate is to:</li><li>• Promote awareness and community knowledge of seniors issues; Research best practices for seniors housing options and health/wellness services; Advocate for increased housing options and health/wellness services for seniors and advocate for Seniors Coordinator.</li><li>• Seniors housing managers and Homecare provided updates.</li><li>• CSAC met with Points West Living Officials in May to review their plans to build a 124 continuing care facility in Fireside, Cochrane and provided input.</li></ul>
<b>Barriers and Challenges</b>	<ul style="list-style-type: none"><li>• There is no town-wide public transportation and if seniors cannot drive and cannot afford to pay for a taxi, getting to these activities is challenging.</li><li>• Funding – No available funding to provide subsidies for seniors limits their ability to engage in community activities if they have limited income.</li><li>• Isolation - There is difficulty in determining who shut-in seniors are although there is some indication that these seniors exist within Cochrane.</li></ul>
<b>Current Momentum</b>	<ul style="list-style-type: none"><li>• FCSS successfully applied and received a provincial grant to coordinate a community response to address and prevent elder abuse. FCSS will collaborate with CSAC on this initiative.</li><li>• In June 2015, CSAC reviewed transportation options for seniors in June 2015 and as a result applied for a New Horizon Seniors grant to pilot a Dial-a-Bus for Cochrane seniors, additional funding for elevator enhancement at Spray Lakes Recreational Facility for Seniors on the Bow and funding to develop a community volunteer program to respond to senior isolation and promote integration.</li></ul>



**Primary  
Care  
Network**

<b>Key Activities</b>	<p>The Health Home Community Initiative is based on a new and innovative model of primary care that aims to:</p> <ul style="list-style-type: none"><li>• <b>Improve</b> linkages and partnerships between doctors and community-based health and social services</li><li>• <b>Enhance</b> communication and support continuity of care between providers</li><li>• <b>Avoid</b> duplication of services</li><li>• <b>Coordinate</b> patient services seamlessly (without reliance on a physical building)</li><li>• By building relationships with community partners (such as FCSS lets touch the skies project ) we become astutely aware of shared service philosophies and rally together to support common outcomes.</li></ul>
<b>Barriers and Challenges</b>	<ul style="list-style-type: none"><li>• Committee and working group fatigue</li><li>• Lack of time/competing priorities/ select what to get involved with</li><li>• Ongoing communications is required- level of info and delivery of info</li><li>• Visibility is required to build relationships- must leverage all stakeholders to share messaging and raise the profiles of our work</li><li>• Participation requires "good will or in kind " contributions that must meets a need of the stakeholder</li></ul>
<b>Current Momentum</b>	<ul style="list-style-type: none"><li>• Formation of a community health and social partners <b>HHC Advisory Committee</b> that shares a common platform of service enhancements, linkages and coordination.</li><li>• Raise awareness and include PCNs as an identifiable health partner in various community enhancement discussions; additional to AHS.</li></ul>



## Primary Care Network

### Current Momentum

#### Partnership examples:

- Leveraging our community social workers in developing algorithms/decision trees to educate our health care team members when discussing patient's social issues in the physician's offices
- Developing stronger linkages with community pharmacies who may better support (and consistently manage) medication needs for clients experiencing financial hardships
- Identifying the more complex clients who report they have no family physician and offering them coordinated access to our NW Crowfoot clinic
- Raising awareness of a find a doctor resources to help get connected to a consistent care provider and team
- Strengthening the information flow from Urgent Care and CAMH facilities to our health homes (docs offices)
- Developing a primary care community based multidisciplinary team of professionals (GP, Physio and Chiro) to support assessment treatment and management of low back pain patients.
- Expanding our model to an Urban Calgary community of Westbow



# Community Fund Index

<b>Key Activities</b>	<ul style="list-style-type: none"><li>• This initiative was not deemed a priority by the Implementation Committee.</li><li>• LTTS met with United Way to explore if a Community Index Fund could be developed in partnership with other funders. At that time there appeared to be no interest in this developing a collaborative fund.</li></ul>
<b>Barriers and Challenges</b>	<ul style="list-style-type: none"><li>• There are many dedicated fund sponsors within Cochrane with specific mandates.</li><li>• There is no coordinated funding to support community</li></ul>
<b>Current Momentum</b>	<ul style="list-style-type: none"><li>• None – Recommend that this initiative be revisited in the future to support y social priorities.</li></ul>



**Community Response to Domestic Violence**

<b>Key Activities</b>	<ul style="list-style-type: none"><li>• The Steering Committee saw this as a priority, however the funder did not support any specific activities for Domestic Violence as the Status of Women Canada has specific targeted project grants for DV.</li><li>• There have several grant opportunities for developing an implementation plan for DV, however gov.t agencies such as FCSS/Resource Centre cannot apply for them, at this time LTTS Project Team has not been able to seek a Non-Profit Organisation with a similar mandate to apply for the grants.</li><li>• Domestic Violence Sector can benefit strongly from a community based non-profit organisation charged with collaborative and coordination mandate.</li></ul>
<b>Barriers and Challenges</b>	<ul style="list-style-type: none"><li>• There is no coordinated response</li></ul>
<b>Current Momentum</b>	<ul style="list-style-type: none"><li>• Resource Centre Coordinator has been working with Mental Health and Victim Services to explore opportunities to partner with Peer Support Services for Abused women to bring this program to Cochrane. There is now a Domestic Violence Offender Treatment program (men’s group) being offered in Cochrane supported by the Resource Centre.</li></ul>



**HUB –  
Coordination  
of Service  
Providers**

**Key Activities**

**IMPLEMENTATION OBJECTIVES**

*Develop a client-centered system that strengthens the capacity of service providers through collaboration, interaction, proximity and efficient use of resources to serve community and encourage peer-to-peer empowerment.*

- Establish a service provider forum to discuss services and inform referral processes.
- Develop a Systems Navigator approach to facilitate a referral framework between services and sectors (government and non-profit organizations).
- Develop protocols / processes for collecting and sharing common demographics and other service related statistics, creating a platform for advocacy.



## HUB – Coordination of Service Providers

### Key Activities

**The Implementation Plan** for coordination included three specific activities:

**1) *Establish a service provider forum to discuss services and inform referral processes.***

- A Service Agency Forum called the Hub Crawl was held on Nov 27, 2014 at the Ranch House. 63 individuals participated in the Hub Crawl with 24 community support agencies providing an overview of their services with the intention to begin a process of improved service coordination and collaboration. A Resource directory consisting of key mandates from participating service agencies was distributed to the participants.
- 92% participants found the Hub Crawl very useful and found the following aspects valuable:
  - *Connecting*: Opportunity to meet a diverse cross section of service providers, informally connect with other people at their tables and small group discussions.
  - *Increased Knowledge and Awareness*: Short streamlined presentations about services available, panel discussions and questions.
  - *Resources on Community Services*: Handout/booklet with program and contact information.
- Hub Crawl ended with a presentation on a template for a virtual hub or digital portal for service providers. Attendees were invited to participate in developing this tool. Although there was interest, there was limited community readiness to engage in this initiative.
- A follow up survey question to gauge how information gathered at the last Hub Crawl was used to better serve clients. Responses can be summed “most had a much better understanding of local service providers and as a result have been able to make informed referrals.”



**HUB –  
Coordination  
of Service  
Providers**

<b>Barriers and Challenges</b>	<ul style="list-style-type: none"><li>• Systemic nature of challenges and time it takes to shift ideology</li><li>• Organization and individual worker fatigue and capacity to take on additional work.</li><li>• Organization priority to deem coordination a priority.</li><li>• Organization mandates on sharing information, privacy policies and consent protocols.</li><li>• Resources to support coordination work.</li><li>• Lack of a common community vision/organisation to harness resources &amp; grants</li></ul>
<b>Current Momentum</b>	<ul style="list-style-type: none"><li>• Second Annual Hub Crawl Planned for September 23 2015, to review LTTS project report , report on referral process survey and research on common intake.</li><li>• The Hub Crawl will also facilitate a dialogue on future coordination activities and sustainability plan to continue LTTS work.</li><li>• Develop a Systems Navigator approach to facilitate a referral framework between services and sectors (government and non-profit organisations).</li></ul>



**HUB –  
Coordination  
of Service  
Providers**

**Key Activities**

**The Implementation Plan** for coordination included three specific activities:

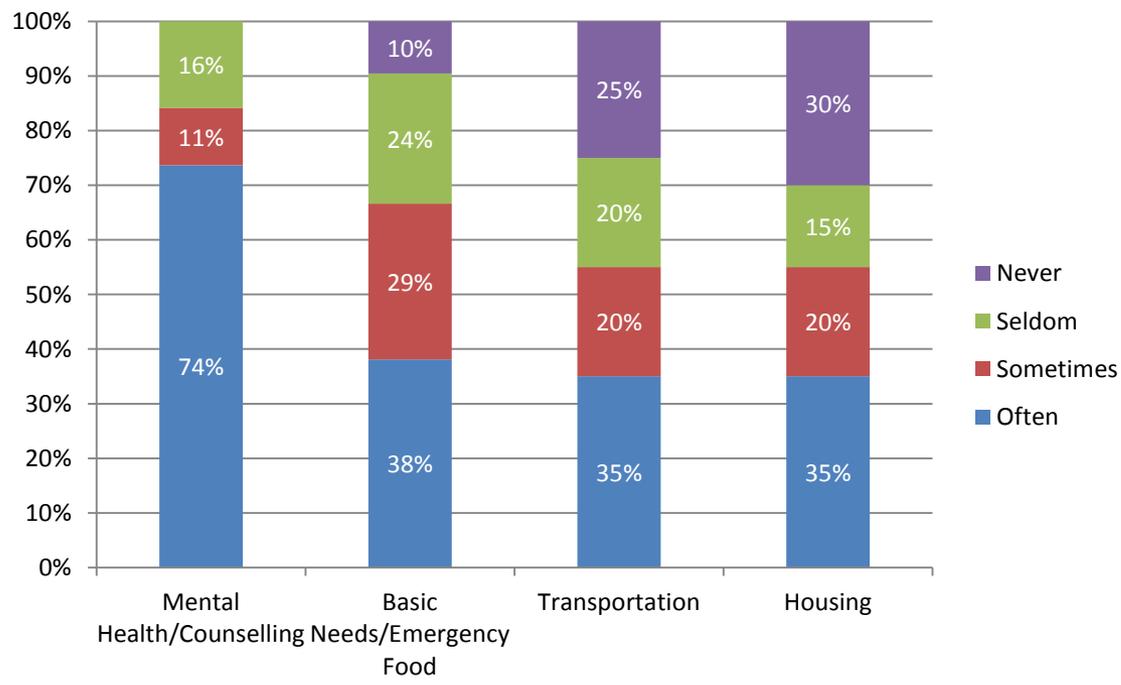
**2) *Develop a Systems Navigator approach to facilitate a referral framework between services and sectors (government and non-profit organisations).***

- In May 2015 Community Service Provider Agencies were surveyed on their referral processes.
- There were 24 respondents from 7 agencies who completed the survey and proved vital information to initiate a dialogue on developing a referral framework.
- Brenda Simpson from Constellation Consulting has summarized the results as follows:



**Most commonly referred to services**

### Which services do you most commonly refer clients to? - Top Four N=21

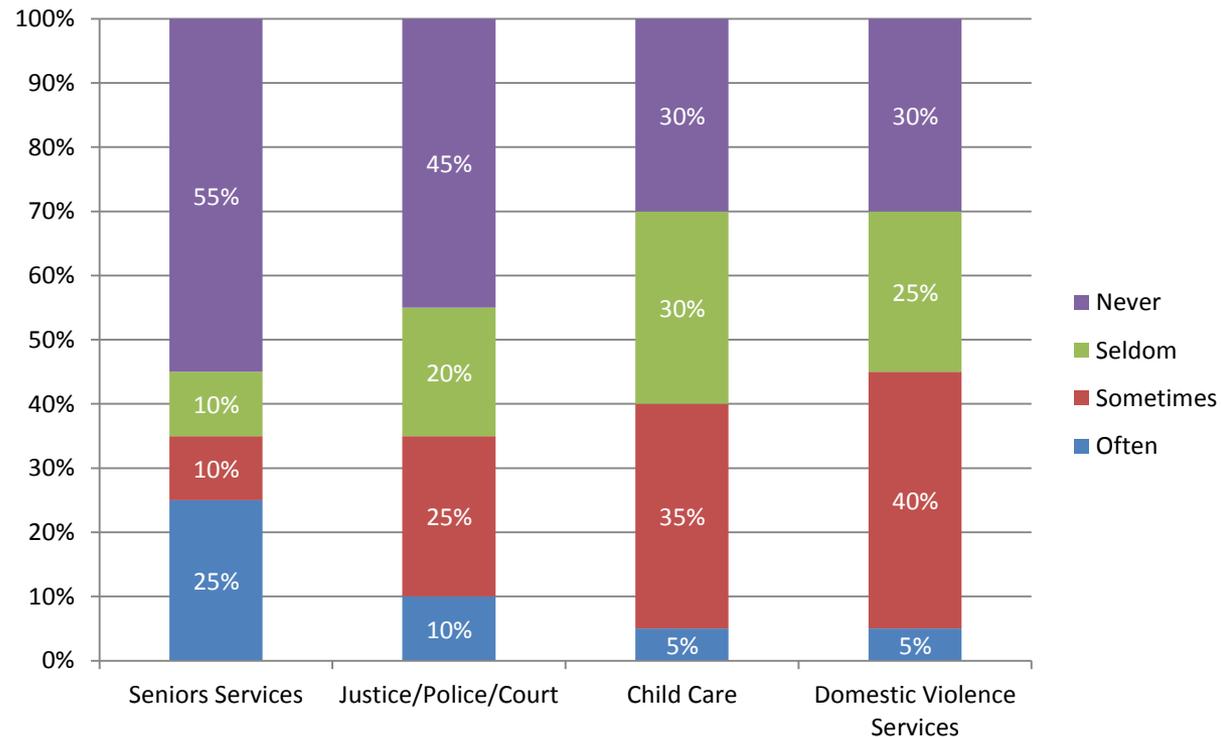


- Most commonly referred to service is Mental health and Counselling services, with 74% of respondents referring clients to these types of services often.
- Basic Needs/Emergency Food is second
- Transportation and Housing are just about tied for third most common services referred to

## Least commonly referred to services

- Least commonly referred to service is Senior Services, with 55% of respondents reporting that they never refer clients to these types of services.
- Justice/Police/Court services are the second least referred to services
- Child Care and Domestic Violence Services are just about tied for third

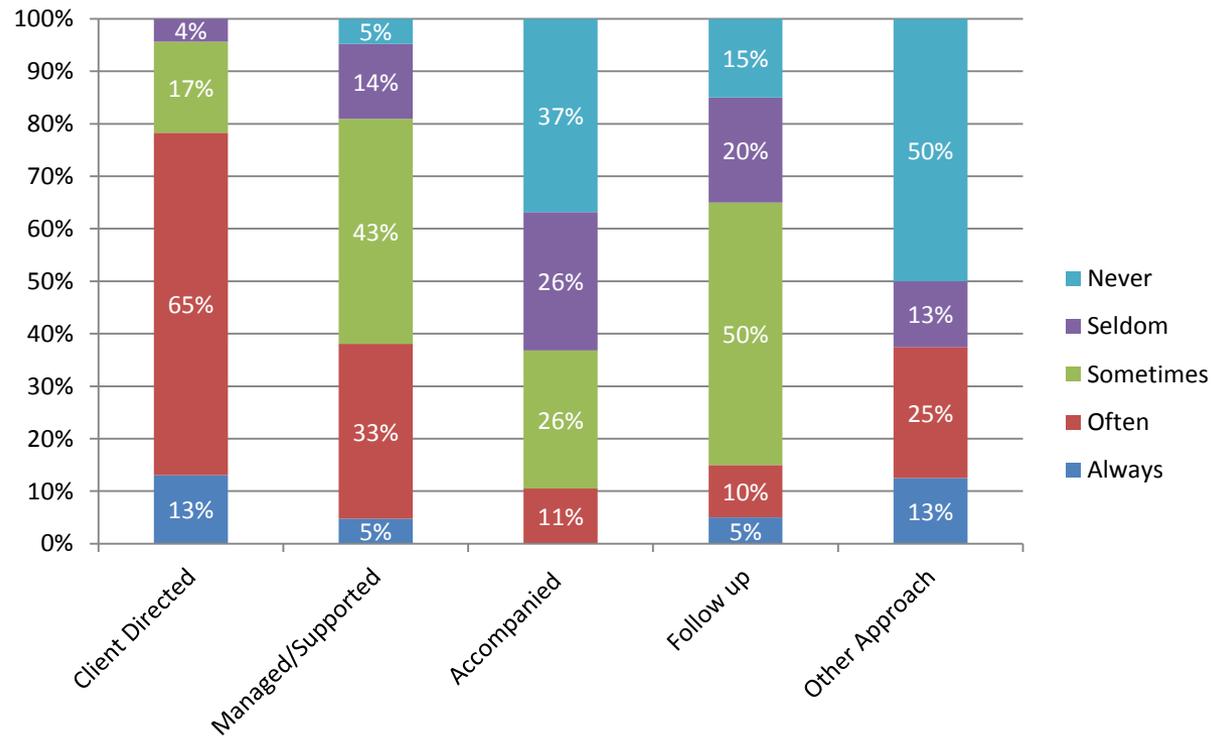
## Which services do you most commonly refer clients to? - Bottom Four N=21



## Approach to referrals

- Most commonly used approach to making referrals is Client Directed with 48% of respondents using this approach always or often.
- Second most common is Managed/Supported
- Least common is Accompanied

## Which approach do you use when making referrals? N=23

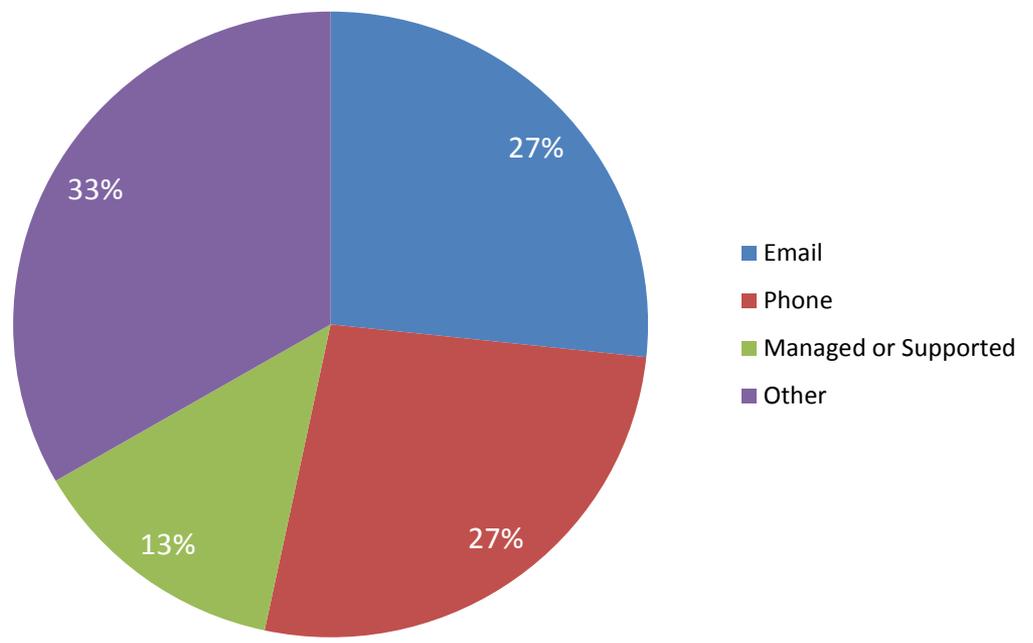




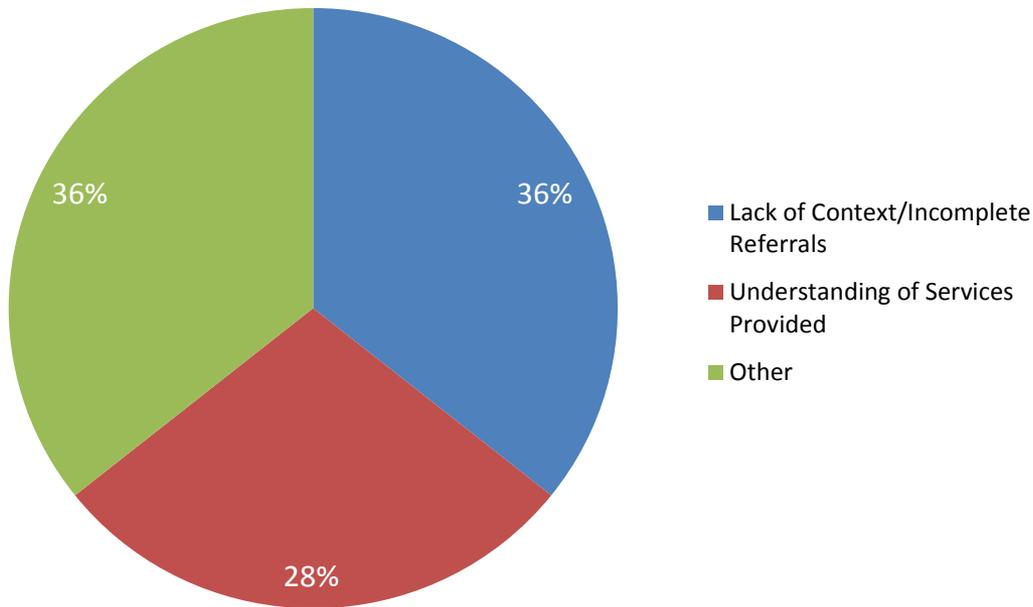
## Referral Process Preferences

- Most commonly preferred approach to making referrals is tied between email and phone at 27%
- Second most common is Managed/Supported
- There were a few in the "Other" category, including follow up, client directed and in person referrals as well as referrals through the schools

### Referral Process Preferences N=15



## Challenges when Receiving Referrals N=14



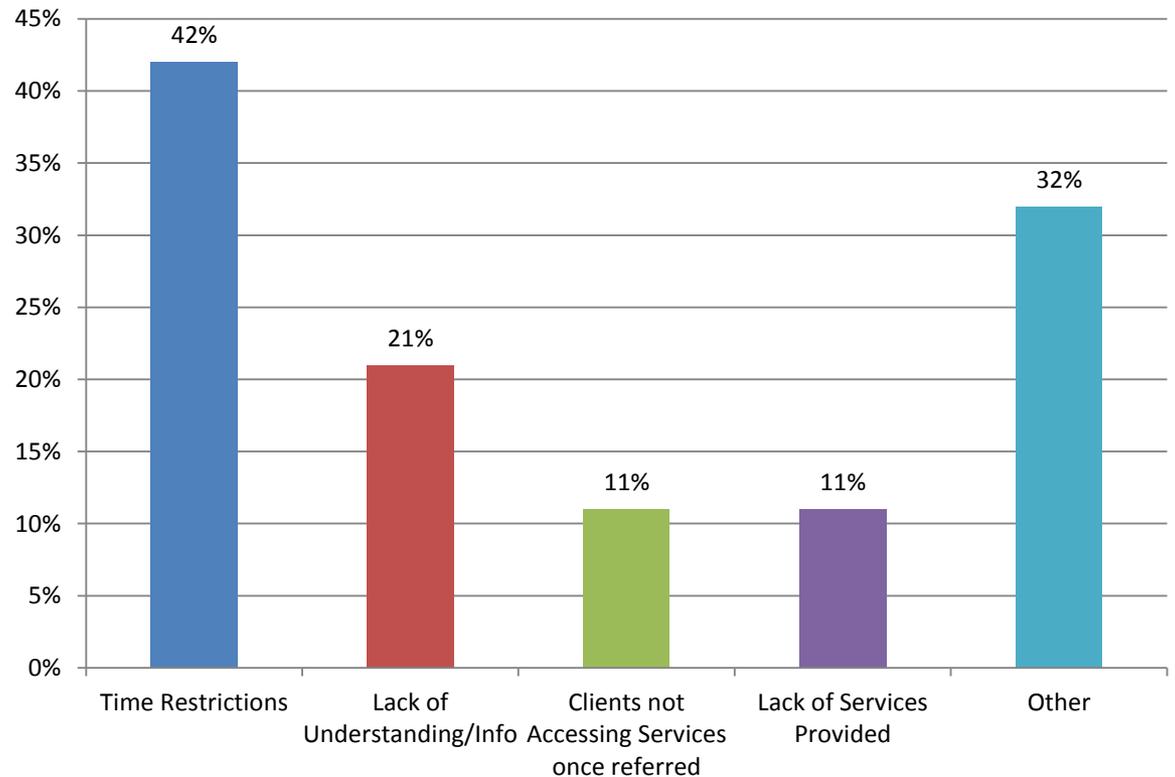
## Challenges when Receiving Referrals

- Most common challenge noted by the respondents is a lack of context or incomplete referrals.
- Another challenge is a lack of awareness or understanding of the services provided.
- There were many other challenges noted, including inefficiency in the use of support dollars amongst service providers, built-up client expectations, and not having enough referrals

## Challenges Making Referrals

- Most commonly noted challenge is wait times and time between appointments
- Second most noted challenge is Lack of understanding/Info
- Other included connecting and following up with service providers, gaining consent of guardians, lack of space, paperwork and process around confidentiality, lack of IT connection, and language barriers.

## Challenges Making Referrals N = 19





**HUB –  
Coordination  
of Service  
Providers**

<b>Key Activities</b>	<p><b>The Implementation Plan</b> for coordination included three specific activities:</p> <p><b>3) <i>Develop protocols/processes for collecting and sharing common demographics and other service related statistics, creating a platform for advocacy.</i></b></p> <ul style="list-style-type: none"><li>• <u>Data Coordination Project</u> - An audit of agency intake forms was completed September 2015. The project reviewed demographic data being collected by agencies to support the goal of data sharing and coordination of services. A total of 20 Cochrane community agencies and 28 intake forms were reviewed, and interviews were conducted with 6 staff from local agencies.</li></ul>
<b>Barriers or Challenges</b>	<ul style="list-style-type: none"><li>• There are hundreds of wide-ranging demographic or service data points being collected within the community of Cochrane</li><li>• For the most part the data is used by agencies for internal reporting and resource/program planning purposes</li><li>• No evidence was given of data being used to inform a larger strategy linked specifically to the community of Cochrane</li></ul>
<b>Momentum/ Next Steps</b>	<p><u>Next Steps:</u></p> <ul style="list-style-type: none"><li>• There is an opportunity to identify strategic social goals for the community of Cochrane that are relevant to multiple community agencies or sectors</li><li>• If agency intake forms were to collect key demographic data using standardized language and definitions it would be possible to develop a baseline of community data</li><li>• This would establish a community level snapshot of who is being served and identify the issues residents are needing assistance with</li><li>• With this information, agencies could collectively focus resources on key community priorities</li><li>• Therefore, it is recommended that resources be put towards the development of a performance measures working group</li></ul>



# Sustainability Plan for LTTS

## Outstanding Items for Coordination of Services

- Referral Process & Common Intake towards coordinated referrals and case management where necessary
- Opportunities to move forward:
  - Strong interest amongst service providers to work towards a coordinated collaborative approach (existing working groups and potential for other work)
  - Interest in developing a framework for collaboration
- Challenges to moving this forward:
  - Capacity of organizations
  - Perceptions of Privacy Laws within various organizations
  - Funding



# Recommendations

- ***A Non-Profit Organisation mandated to develop community collaboration on the principles of Collective Impact can become the backbone organisation to many community initiatives and advance social policy and social infrastructure.***
- Help Guide Vision and Strategy for any New Initiatives
- Support Aligned Activities for Shared Vision
- Establish Shared Measurement Practices for Activities
- Build Public Will and Engagement
- To Advance Social Infrastructure
- Mobilize Funding- Grants & Community Index Fund.
- *(Source: FSG and Greater Cincinnati Foundation)*



As the work continues.....

Thank You

Lets Touch The Skies Project Team