



Strategic Plan

2015 – 2020

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EXECUTIVE SUMMARY

Elder Abuse is often described as the “hidden” crime in our society.

Take, for example, the story of the elderly gentleman of South Asian heritage that was dropped off at the Esso gas station in Brampton at 9 pm at night with just a suitcase and no money. The black Mercedes that dropped him off sped away into the cold, November night. He was picked up by Peel Regional Police, visibly shattered by being left alone in the cold. He told the police officer his grown children said he was becoming a “burden” – too much trouble to take care of. The gentleman spoke little English; he was a new immigrant and had few friends or relatives that he could confide in.

The Peel Elder Abuse Prevention Network (PEAPN) was established in 2003 when a group of organizations came together to address situations like this one, and the growing issue of elder abuse in Peel region. While the issue of elder abuse has remained PEAPN’s primary focus since this time, and our current funding continues to support this work, in recent years our focus has expanded to support the overall health and well-being of the older adult. As we embarked on creating our first-ever comprehensive strategic plan in the fall of 2014, we went through an extensive process of membership consultations, key informant interviews, and an environmental scan and research into alternative governance structures. We have arrived at three strategic directions that will guide our work as we move forward:

- Community Service Excellence
- Excellence in Collaboration
- Building Organizational Excellence

Our members and partners support our evolution towards a Collective Impact-based model for seniors in Peel region. As we move forward, it is these three areas of focus that will become our primary purpose as an effective backbone organization that supports and enhances the work of organizations and businesses serving older adults. A backbone organization will serve to provide shared research, data collection and program evaluation, strategic advocacy, and collaborative community outreach on issues of concern to older adults, including elder abuse. We will continue building PEAPN’s presence in the community as a strong and active elder abuse network. Using available data, we will coordinate the production of an Older Adult Report Card that will measure how well our older adults are doing every five years. It is also imperative that Peel region become age-friendly across the board to better meet the needs of a rapidly aging population. Our work will complement municipal efforts in this area.

This draft strategic plan has been shared widely through community consultations in June, 2015. The final plan will also be shared with our core funders and community partners in the fall, 2015. Pending Management Team approval, this strategic plan will become operational by the end of 2015.

This is an exciting time for PEAPN as we move forward with our strategic plan. We are fortunate to have a strong membership, solid partnerships in the community and a team of dedicated senior volunteers that are committed to continuously enhancing the quality of life for all older adults in Peel. It is the passion, enthusiasm and the dedicated commitment of all partners that will ultimately ensure Peel region is a great place to live for all older adults.

INTRODUCTION

Background

Established in 2003, the Peel Elder Abuse Prevention Network (PEAPN) is a collaborative of 40+ organizations, businesses and seniors that have come together to stop and prevent the abuse and mistreatment of older adults in Peel region (covering Mississauga, Brampton and Caledon).

PEAPN was founded in response to the Government of Ontario's strategy released in 2002 to combat the abuse of older persons. Our founding organizations began meeting informally to address what could be done to create more community engagement and awareness about this issue, and to explore the various ways abuse could be prevented to ensure the well-being of all older adults in our communities.

The network was initially operating informally by volunteers and had monthly meetings. In 2007, the United Way of Peel Region funded the Peel Elder Abuse Support Program, a hotline and case management program for addressing elder abuse cases that is jointly operated by Family Services of Peel and Spectra Helpline (formerly Telecare Brampton and Distress Centre Peel). The program has received 1,700+ calls to date. In 2009, the United Way of Peel Region provided 1-year funding to Catholic Family Services of Peel-Dufferin (CFSPD), the lead agency for PEAPN, for the development of a regional strategy to combat elder abuse through continuous community engagement. This work enabled CFSPD to secure operational funding for PEAPN for 3 years from the Ontario Trillium Foundation to hire a program coordinator in 2010.

PEAPN is one of 57 elder abuse networks in Ontario that are supported by Elder Abuse Ontario (formerly the Ontario Network for the Prevention of Elder Abuse (ONPEA)) with educational and research resources on elder abuse awareness and prevention.

Our collaborative is currently funded by the Ontario Trillium Foundation (4-year community-project grant) and the Region of Peel (2-year Collaboration fund grant). Funding covers PEAPN's staffing costs (1 program manager and a part-time program assistant), community outreach and awareness activities, development and implementation of an elder abuse protocol for a coordinated community response to elder abuse cases in the region, and development of a Safe Housing Program for abused seniors in crisis. These grants are administered by PEAPN's two lead agencies: Catholic Family Services of Peel-Dufferin (Region of Peel grant) and India Rainbow Community Services of Peel (OTF grant). Catholic Family Services of Peel-Dufferin provides office space, administrative and financial support, and strategic direction to PEAPN.

PEAPN is chaired by Catholic Family Services of Peel-Dufferin and the Newcomer Centre of Peel. The network membership meets monthly on the first Thursday morning of each month with the exception of the summer months. There are three workgroups that meet during the monthly meetings:

- 1) The Restructuring Workgroup – which is examining an alternative governance structure for PEAPN. This Workgroup also reviews our membership fees annually. It has been charged with producing this strategic plan.
- 2) The Systems Workgroup – has developed an Elder Abuse Protocol for Peel region and is responsible for membership and service provider training on the use of the protocol. This Workgroup also looks at the

collection of elder abuse stats by the membership. The work of the Safe Housing project committee also integrates with the Systems Workgroup.

- 3) The Education and Awareness Workgroup – plans PEAPN’s fundraising events, workshops and training sessions for the community. This Workgroup also reviews our outreach materials, marketing and communications.

The Management Team for PEAPN is comprised of senior management representatives from Catholic Family Services of Peel-Dufferin, India Rainbow Community Services of Peel, Peel Regional Police, CARP Mississauga Chapter, Elder Abuse Ontario, Family Services of Peel, the Region of Peel, and Spectra Helpline. It meets quarterly and is chaired jointly by Catholic Family Services of Peel-Dufferin and India Rainbow Community Services of Peel.

Activities

PEAPN does not provide direct services to older adults in the community, rather we support our member organizations that provide a wide range of community programs for seniors that include: adult day programs, family counselling, supports for daily living, home care services, ethno-cultural specific programs, recreation and wellness programs. Two of PEAPN’s member agencies, Family Services of Peel and Spectra Helpline (through Distress Centre of Peel) operate the Peel Elder Abuse Support Program, a hotline and case management program for supporting victims of elder abuse which is funded by the United Way of Peel Region. Other members also offer telephone support programs for seniors: Spectra also has the TeleCheck program; India Rainbow and the Square One Older Adult Centre also offer similar services.

Over the past few years, PEAPN has become widely known in Peel region for its outreach activities related to elder abuse awareness and prevention but has standardized on a few key annual events: a Healthy Living fair on June 15th to commemorate World Elder Abuse Awareness Day, Money Smarts for Seniors – a one day conference in March for older adults that focuses on financial literacy, fraud and scams prevention and Outstanding Seniors of Peel on October 1st to commemorate National Seniors Day and International Day of the Older Person. All funds raised from these corporate events are going towards helping abused seniors in crisis as part of our Safe Housing Program.

We’ve also hosted a number of community workshops on elder abuse prevention in partnership with other agencies and organizations that include: the Coalition of Agencies and Seniors Serving Immigrant Seniors (CASSIS), CARP Mississauga and Brampton Chapters, the City of Mississauga, Newcomer Centre of Peel, Family Services of Peel, Punjabi Community Health Services, Retire-at-Home, Peel Regional Police and Elder Abuse Ontario. Our public education workshop topics have expanded beyond elder abuse to include: community safety, fraud and scams awareness and prevention (with the successful release of our Scams Wow video series), senior bullying, combatting ageism, and healthy active aging.

Current Directions

PEAPN has gradually evolved into a “go to” resource for the community. Our website, www.peapn.ca, receives on average, 25,000 hits per month and we have solid followers on our social media. Not only does our website feature information about elder abuse prevention and community resources, but it also lists community events

of interest to older adults in Peel region. We routinely circulate information to our membership and seniors' groups related to healthy aging, pension reform, old age benefits, retirement and housing options, home care, financial planning, community events and much more.

Having joined the Mississauga Seniors Council (comprised of 53 seniors groups) and the Brampton Seniors Council (comprised of 57 seniors groups) last year, PEAPN is connected to over 100 grassroots seniors' groups in Peel region. We have established strong working relationships with the Mayors of Brampton and Mississauga and are also well-connected with local politicians at all levels of government.

We are becoming well-positioned to advocate for, and advance the needs of seniors' and organizations that serve the aging demographics. According to the report produced by the Region's Aging Population Steering Committee in June 2014, population projections developed by the Peel Data Centre show that the proportion of Peel residents 65 years and older will grow from 10.5 per cent of the total population in 2011 to 21 per cent of Peel's population by 2041. Accelerated growth is also expected among the oldest seniors in Peel. In 2011, Peel residents 85 and older represented 1 per cent of the total population; this proportion is projected to grow to 3.8 percent of Peel's population by 2041. Seniors who are living in poverty, at risk of homelessness and are vulnerable and/or potentially dealing with abuse continue to be under-served in Peel with services being provided in a fragmented manner. There is a need for a coordinated, shared service platform to better meet the needs of Peel's aging population which continues to grow exponentially faster than any other region in Canada.

Strategic Planning Process

This document represents PEAPN's first strategic plan that was produced as a result of a number of activities. It is a key deliverable as defined in our workplans with the Ontario Trillium Foundation and the Region of Peel.

Our workplans have also indicated that we will be reviewing alternative governance structures for PEAPN. Working under the auspices of two lead agencies has been problematic for PEAPN at times, particularly when project funding comes up for renewal and we often find the network in competition with the lead agencies for the same grants.

As part of our review of other governance models, last fall PEAPN researched and explored various Councils on Aging across Ontario. Most of these organizations are operated by volunteers with minimal staff; some have an elder abuse focus but most of them receive limited sustainable funding. It was concluded by the Restructuring Workgroup that these Councils on Aging were predominantly an organizational structure of the past and most likely not a viable structure for PEAPN to adopt. A full report on our findings can be found in Appendix B

In the fall of 2014, PEAPN engaged the services of a consultant, Thomas Plant from MAS Advise to assist us with producing a strategic plan on a pro-bono basis. The Management Team was given an environmental scan questionnaire to complete as a starting point for gathering information that would help formulate our future directions.

In December 2014, it was decided that the Restructuring Workgroup would conduct key informant interviews with our stakeholders. With scripted questions, we conducted these interviews from December 2014 – March 2015. 17 stakeholders were interviewed. A summary of the feedback received is included in Appendix D.

During February and March 2015, the PEAPN membership was consulted at the network meetings to provide input into the strategic plan. We used similar questions as to the ones used in the key informant interviews but added a question related to PEAPN's current branding and gathered input related to the organization's name and logo/visual identity. It was recommended that we consider engaging the services of a consultant/strategist to develop a branding and marketing strategy once the strategic plan is approved. Notes from the membership consultations are included in Appendix C.

On March 13th, 2015 the Management Team participated in a workshop with our consultant, Thomas Plant. We reviewed feedback from the environmental scan questionnaire and provided additional information to form our SWOT analysis (Appendix A), and then proceeded to develop the key elements of the strategic plan: Vision, Mission, Mandate, Values and Strategic Directions).

Parallel to these activities, PEAPN has been exploring the concept of Collective Impact and its potential fit as a model that we can evolve into as an organization. A Collective Impact model for seniors in Peel region would feature some key elements: PEAPN could serve as the backbone/infrastructure for an umbrella-type organization that supports organizations and businesses that serve seniors, providing assistance with shared research/data collection and evaluation, and strategic advocacy at a collective level for the seniors' sector. The collective impact for seniors could translate into improved access to community services, improved safety and well-being and better health outcomes. The Collective Impact organization would retain PEAPN as it exists and would continue to support and strengthen elder abuse awareness and prevention initiatives in Peel. While we are unclear at this time whether Collective Impact is the best direction for PEAPN to pursue, we are clear that it is a shared services'/backbone organization that PEAPN will migrate into, with further dialogue from the community to ascertain a common agenda for seniors.

Little work has been done to date to ensure that services for seniors at all levels in the community are age-friendly, however the City of Mississauga is moving in this direction with their Older Adult Plan. The City of Brampton and the Town of Caledon are likely to move in this direction as well. The shared services' backbone organization for seniors would complement the age-friendly initiatives undertaken by our municipalities.

The Region of Peel's Aging Population Steering Committee produced a report that was approved by Regional Council last June with 26 recommendations under three guiding principles that focused on improving broad-based community collaborations, fiscally responsible service provision and addressing the gaps in service, particularly to vulnerable older adults. PEAPN was consulted as a key stakeholder in the development of this report and presented to the Aging Population Steering Committee, showcasing the gaps in serving older adults dealing with abuse, especially those individuals in crisis. We are fully committed to supporting the Region with implementing recommendations of this report, where applicable, and could be the grassroots, collective organization that regularly liaises with the Region on issues of concern to older adults in Peel.

There is also a need for seniors' organizations to mobilize more strategically to ensure the region is adequately funded for essential services (e.g. home care and mental health services) to meet the needs of a rapidly aging population. The seniors' sector remains underrepresented as part of the regions' Fair Share campaign. A Collective Impact model for seniors would address these systemic gaps more effectively.

In February, PEAPN participated in a Collective Impact workshop hosted by Innoweave that was attended by the Management Team. During this workshop, it was determined that PEAPN could play a key role in

interpreting existing data on the quality of life of older adults in Peel region. For example, the University of Waterloo has produced a Canadian Index of Well-Being (CIW) and Peel Counts is also working on measuring Peel's collective ability to determine how well our residents are doing. A shared services' backbone organization for seniors could extrapolate existing data from these sources, for example, to determine how well seniors are doing with respect to their access to community services (i.e. reducing isolation and increasing social inclusion), overall safety and well-being, and health outcomes (physical, mental health, supporting aging at home). By coordinating and interpreting available data in partnership with the Peel Data Centre, Peel Counts, Peel Health and academia, we would be able to produce an Older Adult Report Card on the state of the well-being of older adults in Peel, which would be the first report card of its kind to be produced in the region. The Older Adult Report Card would be updated every 5 years.

The information gathered from key informant interviews with community stakeholders and our membership consultations in the winter of 2015 followed by two community consultations in June 2015, has provided general agreement and consensus for PEAPN to shift into a shared services' backbone organization for seniors. Migrating towards a larger and more focused collaborative appears to be a natural progression for PEAPN. This strategic plan reflects a shift for PEAPN towards a shared services' backbone organizational model that would also retain a strong elder abuse prevention network as a key pillar of service.

Who We Are...

VISION

By working collaboratively with community partners, Peel region will become a great place to live for all older adults.

Insights and Perspectives on the themes within the Vision:

By working collaboratively with community partners

Identifies the core work of PEAPN. We will continue to work collaboratively with stakeholders, conventional and non-conventional ones, to ensure the optimal well-being of older adults in Peel. Collaboration will ensure best practices are engaged by community partners to ensure seamless service delivery to the older adult. Collaboration also means that collectively, as mutual stakeholders serving the needs of older adults, we will be positioned to advocate more strategically at all levels of government for the rights and needs of older adults in Peel.

Peel region will become a great place to live for all older adults

Identifies that Peel region will transform into a great place to live as one grows older, promoting the optimal quality of life: free from all forms of abuse, free from the stigma associated with ageism, where all older adults have seamless access to diverse services and programs in the community including affordable home care and health care services, where aging at home is promoted and supported by the community and where older adults from different cultural backgrounds are valued, respected, supported by the community and receive services in the language of their choice. Social isolation will be reduced and older adults across Peel region, especially in remote areas, will feel connected and supported by their communities. Peel region will become widely known across Canada and other jurisdictions as a great place to live for older adults.

MISSION

To promote the optimal Quality of Life for older adults in Peel region.

Insights and perspectives on the themes within the Mission statement:

To promote the optimal Quality of Life for older adults in Peel region.

Identifies that Quality of Life becomes more important as we age: we must take more care of our physical, emotional and mental health; we must ensure we have the financial means to carry us into retirement; housing, mobility and transportation needs may change as we grow older; we also need to improve the quality of life for caregivers, many who are older adults themselves caring for a spouse or a parent. Older adults must continue to be socially engaged in the community to preserve their overall sense of independence, confidence and well-being, thereby reducing social isolation. By supporting organizations and businesses that serve seniors and by demonstrating collaborative leadership and advocacy on strategic issues, we will ensure that older adults in Peel age well.

MANDATE

We will focus on:

- *Improving access to community services*
 - *Improving the safety and well-being of older adults*
 - *Supporting and promoting improved health outcomes for older adults*
-

Insights and perspectives on the themes within the Mandate:

Improving access to community services

Identifies that all older adults, particularly immigrant seniors, will have improved, seamless access to programs and services that focus on social inclusion. Services will be coordinated more effectively to ensure older immigrant adults can access services in the language of their choice with appropriate supports. These services could include, but are not restricted to: home care services, retirement and long term care facilities, community programs, and primary health care. More efforts will also be made to ensure vulnerable older adults with disabilities are appropriately accommodated with health and community programs. Social isolation must also be reduced.

Improving the safety and well-being of older adults

Identifies that elder abuse awareness and prevention activities, protocol training and the establishment of a Safe Housing Program for seniors in crisis must continue to ensure the well-being of all older adults in Peel region. PEAPN will build more on collaborative-style outreach initiatives to reduce the redundancy of presentation/workshops and improve the overall effectiveness of elder abuse trainings in the community. By continuing to work in partnership with Peel Regional Police, we will strengthen our public awareness activities to ensure the right messaging is communicated around public safety, fraud and scams prevention, and the rights of older adults. We will continue to produce effective publications to support the membership's community outreach in these areas.

Supporting and promoting improved health outcomes for older adults

Identifies that through shared research, data collection, reporting and evaluation, we will be better positioned to measure and advance specific and overall health outcomes for older adults.

VALUES

Values reflect our fundamental core beliefs as an organization and drive our work forward each day. As a collaborative, PEAPN values the following principles:

- **Safety: every older adult has the right to live free from abuse**
- **Dignity and Respect**
- **Social Inclusion and Diversity**
- **Shared Leadership**
- **Accountability to the community**

STRATEGIC DIRECTIONS

Our Strategic Directions are our priorities for the next five years that will enable us to work towards achieving our Vision, Mission, Mandate and Values. As we continue to operate in an ever-changing environment, it will be important to assess and evaluate how effectively we are meeting our Strategic Directions. The Balanced Scorecard, which follows, will be used to evaluate our performance on an ongoing basis.

Community Service Excellence

- To promote better practices among service providers to ensure coordinated, seamless service delivery to all older adults in Peel, especially those who are vulnerable and at-risk of abuse.
- To increase the capacity for shared, standardized data collection, evaluation and reporting through the development of an Older Adult Report Card using available data.

Excellence in Collaboration

- To provide collaborative outreach that focuses on: elder abuse protocol training, elder abuse awareness and prevention, healthy aging, reducing social isolation, community safety, caregiver support, intergenerational programming, and supporting senior volunteers.
- To become a strong advocate for the diverse needs of older adults in Peel by advancing a common agenda with our community partners.

Building Organizational Excellence

- To develop an organizational structure that positions PEAPN to make Peel communities more socially inclusive and supportive of the diverse needs of its aging population. The new organizational model will be a “go to” resource hub for organizations and businesses serving older adults that also includes PEAPN’s current activities related to elder abuse awareness and prevention.
- To investigate the financial and resource implications of migrating towards another organizational model.
- To develop a funding strategy to ensure the long-term sustainability of PEAPN as it evolves into a shared services/ backbone/Collective Impact model.
- To revisit PEAPN’s branding through the development of a marketing and communications strategy for the new organizational model.

Balanced Scorecard: 2015 - 2020

Community Service Excellence			
Goals and Objectives	Measures	Target	Results
<p>1. To promote better practices among service providers to ensure coordinated, seamless service delivery to all older adults in Peel, especially those who are vulnerable and at-risk of abuse.</p>	<ul style="list-style-type: none"> - Ensuring 85% of organizations serving seniors are trained on the Elder Abuse Protocol; begin training businesses and health care professionals; launch Safe Housing Program for abused seniors in crisis 	2015 – 2018	
	<ul style="list-style-type: none"> - Support the provision of community resources on elder abuse prevention and healthy aging in the top 8 languages spoken in Peel 	2016 - 2019	
	<ul style="list-style-type: none"> - Consolidate existing resources to produce a guide on Navigating the Health Care System in multiple languages, web accessible 	2016 - 2017	
<p>2. To increase the capacity for shared, standardized data collection, evaluation and reporting through the development of an Older Adult Report Card using available data</p>	<ul style="list-style-type: none"> - Review and evaluate available data from the Canadian Index of Well-being (University of Waterloo), Peel Data Centre, Peel Counts, Peel Health re: older adult demographics in Peel 	2016 – 2018	
	<ul style="list-style-type: none"> - Production of an Older Adult Report Card 	2018 - 2020	

Excellence in Collaboration

Goals and Objectives	Measures	Target	Results
<p>1. To provide collaborative outreach that focuses on: elder abuse protocol training, elder abuse awareness and prevention, healthy aging, reducing social isolation, community safety, caregiver support, intergenerational programming, and supporting senior volunteers</p>	<ul style="list-style-type: none"> - Shift towards providing more collaborative outreach/events with partners, working with partners to reduce the redundancy of elder abuse presentations by 50% 	<p>2016 - 2017</p>	
<p>2. To become a strong advocate for the diverse needs of older adults in Peel by advancing a common agenda with our community partners</p>	<ul style="list-style-type: none"> - Survey community partners, undertake systems mapping to identify and validate gaps in service; develop a collective advocacy and engagement platform to address them (i.e. organizing a Seniors' Summit) - Communication of the advocacy platform 	<p>2016 – 2017</p> <p>2018 - 2020</p>	

Building Organizational Excellence

Goals and Objectives	Measures	Target	Results
1. To develop an organizational structure that positions PEAPN to make Peel communities more socially inclusive and supportive of the diverse needs of its aging population. The new organizational model will be a “go to” resource hub for organizations and businesses serving seniors that also includes PEAPN’s current activities related to elder abuse awareness and prevention.	<ul style="list-style-type: none"> - Produce a viable organizational structure for Management Team approval that includes PEAPN as a key pillar of service - Present the new organizational structure to key stakeholders for input/validation 	<p>Winter 2016</p> <p>Spring/Summer 2016</p>	
2. To investigate the financial and resource implications of migrating towards another organizational model.	<ul style="list-style-type: none"> - Determine staffing, administrative and resource requirements of the new organizational model 	2016	
3. To develop a funding strategy to ensure the long-term sustainability of PEAPN as it evolves into a shared services/backbone/Collective Impact model.	<ul style="list-style-type: none"> - Consult with funders, non-conventional funders (business community) in the development of a funding strategy 	2016	
4. To revisit PEAPN’s branding through the development of a marketing and communications strategy for the new organizational model.	<ul style="list-style-type: none"> - Engage a consultant to develop a marketing and communications strategy for PEAPN and the new collective impact organization - Revamp the PEAPN website to make it more user-friendly, more useful to community partners and the membership 	<p>Spring 2016</p> <p>Fall 2016; launch in Winter 2017</p>	

APPENDIX A

ENVIRONMENTAL SCAN

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

The following comments were captured by PEAPN's Management Team during an Environmental Scan questionnaire and were further elaborated upon at the workshop facilitated by Thomas Plant, our pro-bono consultant, on March 13th, 2015.

Strengths:

- Baby boomers will have a huge influence on social/cultural trends
- We are strong in outreach activities with different cultural groups, have received positive responses, good partnerships in the community for outreach to diverse groups
- High profile speakers and inclusive spaces at our events
- Strong relationships with politicians at all levels of government
- We have maintained positive relationships with cultural groups/gatekeepers
- Mixed membership has been beneficial to PEAPN – business perspective has been important to include
- Well-connected to diverse stakeholders, good relationships
- We have a strong lead agency and strategic/administrative /IT support through Catholic Family Services of Peel-Dufferin
- We have strong staff, including expertise with an in-house graphics designer
- Great location for access to meetings and events
- Dedicated team of senior volunteers

Weaknesses:

- Culture of Ageism is all pervasive; we live in a culture where youth is celebrated and valued more than growing older
- Many agencies are doing elder abuse activities in silos; lack of ongoing collaboration with PEAPN by certain groups
- We lack funding to market ourselves more effectively to the broader community – limited/no funding for branding and web development
- Lack of time for social media updates
- Not all members understand PEAPN and our mission
- Lack of true engagement – some members don't take back and communicate the work of PEAPN to their organizations after attending our meetings
- Limitations with the lead agency model for PEAPN – often in competition for funding
- Name of the lead agency has been problematic/confusing in the community requiring extensive explanation of the relationship to community partners

- Resources are small and few: just 1.5 staff; what happens if one or both leave for other opportunities?
No succession planning in place
- Maintaining political relationships is time-consuming and requires constant engagement to be effective; difficult to do with limited staff
- Weak in data collection/analysis, although we have started the process with limited resources

Opportunities:

- Timing is right to consider expanding into a Collective Impact model and pursue incorporation – we still have 2 years of project funding left and have resources/staffing
- Rapidly aging senior population is a market that is underserved on many levels by both businesses and the community – opportunities to form new partnerships with non-traditional stakeholders to meet the often complex needs of older adults
- Services and programs are currently being delivered in a fragmented basis across Peel – strong opportunities to coordinate and streamline program delivery using a backbone organization
- Opportunity to mobilize the seniors’ sector to advocate more strategically at all levels of government for the rights and interests of seniors
- Data collection and analysis related to the aging demographics in Peel is fragmented; opportunities exist to create a shared data platform that partners can benefit from
- Data research expertise can be leveraged from academia (e.g. Sheridan, local universities)
- Opportunities to reduce redundancy of outreach, streamline workshops and presentations related to elder abuse; focus on more collaborative outreach initiatives for greater impact in the community. Potential topics: reducing isolation, intergenerational programming, caregiver support
- Opportunities to improve service navigation for seniors – navigating the health care system, housing options, etc.
- Social Isolation is identified as a federal government funding priority for seniors – New Horizons pan-Canadian funding will be offered soon in partnership with Innoweave – opportunities for innovative projects to reduce social isolation in Peel and surrounding areas, broader collaborations with local elder abuse networks
- Opportunities to explore innovative partnerships with the private sector for funding (e.g. corporate sponsorships, donors)
- Opportunities to include the voice of seniors in various capacities – as volunteers to help with advocacy, to serve on the Board of a new Collective Impact organization, to facilitate outreach, fundraising, etc.

Threats:

- Current funding for PEAPN expires in 2016 (Region of Peel Collaboration grant) and 2017 (for the Ontario Trillium Foundation grant) – if we don’t have a plan in place for PEAPN’s evolution, future funding could be impacted
- OTF has already funded PEAPN twice for similar work – we need to demonstrate we are making a sustainable community impact to be eligible for another round of funding

- We are constantly competing with other organizations for dollars vs. collaboration – how to stop working in silos
- We are primarily reliant on government grants to operate, which if they are terminated, will leave a void in the community. Need a plan that secures our core, long-term future and is less dependent on government grants
- Collective Impact is the “flavour of the month” from the perspective of funders. What happens when this changes? How can PEAPN be positioned to be eligible for future funding?
- New Collective Impact organization that we migrate towards should not lose PEAPN and its core work which is still critically needed. Keep focused .
- We are constantly working under the framework of funders rather than having the “freedom” to look at PEAPN’s work strategically which should be guiding us forward
- Without effective branding, marketing and engagement strategies, sustainability will be difficult

APPENDIX B

Research Findings from Councils on Aging

Environmental Scan & Summary of Findings

February 27, 2015

Background/Purpose

In the fall 2014, PEAPN conducted an environmental scan of various Councils on Aging across Ontario. As part of our deliverables to our funders (Ontario Trillium Foundation and the Region of Peel), our workplans indicate the need to undertake research on potential alternative organizational and governance structures for PEAPN. Our membership has grown over the past years and has also become more complex and has evolved to include community agencies, government, police, businesses and seniors. We must also examine more closely the concept of incorporating PEAPN as a standalone, registered non-profit charitable organization and the timing of this, if this is something we wish to consider.

As part of our workplans, we must produce a report this year on the recommended organizational structure for PEAPN. PEAPN is also completing its Strategic Plan in 2015.

Summary of Findings

Teleconferences/meetings were held with the following Councils on Aging:

- Ottawa Council on Aging
- Frontenac-Kingston Council on Aging
- Toronto Council on Aging
- Council on Aging for London
- Council on Aging for Windsor-Essex County
- Council on Aging for Hamilton (informal discussion – no report produced)

There is also the Council of Aging Networks of Ontario (CANO) which does not meet actively at this time.

History

Councils on Aging (COAs) were established during the late 1980's, initially funded by the Ministry of Community and Social Services. Under the Harris government funding was switched to the Ministry of Health and during the mid to late 1990's, funding was cut for most of these councils. When these COAs were initially established there was funding for staff positions. Now most of these councils operate based on volunteers.

Structure and Function

The COAs interviewed are all provincially incorporated as non-profit organizations, some have charitable organization status.

The COAs have Boards of Directors with very limited staff, if any (with the exception of the Ottawa COA). They operate based on volunteers, many are retirees.

Most COAs have some type of paid membership structure in place, producing a modest revenue base. Some have corporate members that include retirement homes and home care companies. Some solicit sponsors from the community for key events. Some work in partnership with CARP and have CARP members on their board.

Committees are at the core of the structure of these COAs. Board members chair committees for various initiatives (see next section).

Main Activities

The mission of these COAs tends to be common: to support the experience of aging through education and leadership.

They work with community agencies and businesses to provide an improved understanding of the challenges of aging, support the need for positive attitudes towards aging and older adults, encourage involvement of older adults in all aspects of community life.

Typical committees: Health, Transportation, Age-Friendly, Francophone, Education and Events, Elder Abuse awareness and prevention. Multicultural, Recreation and Leisure.

Most of the COAs are, or have been involved in the fostering the development of an Age-Friendly cities in their areas.

Some of the COAs mentioned they have a history of getting program funding, they develop a program (create a prototype) and then hand it off for implementation to the appropriate community agency.

Interesting and notable programs:

- Friendly to Seniors Workshop – teaching employees to be sensitive to the changes and challenges faced by older adults
- Living Longer, Aging Smarter workshops – helping seniors understand their rights and empowering them to speak up
- From Mentorship to Leadership – enables older adults to take a leadership role in their community.
- Site Assessments for workplaces and businesses – ensuring premises are safe and barrier-free
- Annual forums and lecture series on issues related to aging.
- Produced a book/guide on Navigating the Health Care System
- 72-Hour StopOver Program (London and Frontenac-Kingston COA)
- Elder Abuse focus for some COAs, dedicated help line in Frontenac-Kingston COA funded by the local LHIN
- Fundraisers: dinner theatres, bingo, musical on elder abuse (Grey County – London), expos, multicultural picnic
- Monthly education series with the local libraries on fraud and scams prevention in partnership with local police (London COA and Toronto COA)
- Health Passport program for first responders (London COA)

- Produced a book on Navigating the Health Care System (2 COAs)
- OASIS program was prototyped by the Frontenac-Kingston COA. It is a “club” in an apartment building with a high percentage of seniors where PSWs are available on a 24/7 basis. This has reduced the number of ER calls/visits and EMS calls. Program has been transferred to VON and is referred to as the SMILE program now; it has saved \$1 M in medical costs for this one building alone; savings to the health care system as well, resulted in 17 people withdrawing applications to LTCs because they received adequate care in their building from the OASIS program; very unique program in Ontario
- Age-friendly initiatives underway in all jurisdictions, funding from local cities to support. Age Friendly Ottawa issues awards to businesses that take steps to become age-friendly to their customers; being aligned with the City gives a business “preferred status”
- Partnered with academia/faculty of law departments: Elder Law Clinic offered through University of Ottawa; Queen’s University supports their research-based projects – departments of occupational therapy, law and school of business

Funders

The COAs receive very limited funding (with the exception of the Ottawa COA). Sources include:

- Ontario Trillium Foundation
- United Way
- New Horizons for Seniors
- Private Foundations
- Community Foundations
- Cities (e.g. City of Ottawa, City of London)
- SW LHIN, Champlain LHIN funds Safe Beds program in Belleville and their local elder abuse hotline
- Membership fees
- Corporate sponsors (limited)

Advice and Recommendations for PEAPN to Consider:

- Consider setting up working committees/groups, one can still have an Elder Abuse focus, maybe a sub-committee
 - Become the “go to” resource for seniors in the community
 - Have seniors sit on the committees
 - Updating website: think about building links and charging for them. They charge \$35 for an agency/business to link to them and sit on a committee
 - Determine what your priorities are – how is what you’re going to do any different than anything else out there? Is there an appetite for a Peel COA?
 - Make sure you have the resources
 - Consult with local government but be cautious if you are asking for local funding, because then you won’t necessarily be able to advocate effectively, you lose control and your focus can become limited
 - Connect more effectively with the local media – become the “go to” resource for seniors issues; issue a monthly briefing to them
- When selecting a board, select people with high profile names

APPENDIX C

Membership Consultation Notes

Membership Consultation

February 5th and March 5th, 2015

1) PEAPN's Current Mission Statement:

By working collaboratively with our network partners and older adults in our communities, PEAPN will increase Peel's ability to recognize and respond effectively to the abuse of older persons by facilitating, supporting and advocating proactive interventions using a standard community protocol and implementing an integrated community response to dealing with and preventing Elder Abuse.

This is our current mission statement. Please offer us your thoughts and opinions on it.

Comments:

- Very long
- Too complicated, too wordy
- Should be clear, concise, direct
- Be brief
- Need to simplify the wording for diverse groups in the community
- Translate into other languages
- "Supporting" is misleading when PEAPN is not frontline service
- Main words to consider: Learning, Education, Reduce Elder Abuse, Awareness
- Other main words: Recognize, Respond, Report, Advocate – simplified but to the point
- Liked: Ability to recognize and respond effectively to the abuse of older persons
- Question about the reference to the Protocol – is it live? Not used by all, not used in all cases.
- What about a Vision Statement/Objectives/Values - need to be looked at with the Mission Statement.

2) We are considering expanding our Mission Statement to include a broader focus.

An expanded Mission Statement could include:

- supporting age-friendly initiatives across the Region of Peel
- a stronger research, data collection and advocacy focus
- support for senior-lead activities/projects in the Region
- public education and awareness activities to promote healthy, active aging and aging-at-home strategies and programs for older adults
- supporting and mentoring senior volunteers.

Elder Abuse would remain as one key area under an expanded mission, and we would continue with the coordination/implementation of a community protocol to effectively deal with elder abuse cases, and our public education and awareness work related to elder abuse, scams/fraud prevention, and healthy, active aging.

An expanded focus for PEAPN could involve migrating towards a Collective Impact model for seniors and would complement and support the work of individual agencies. Some examples of Collective Impact models in Peel include: Peel Child and Youth Initiative and Peel Newcomer Strategy Group.

Does this expanded mandate resonate with you and your organization? Please share with us your thoughts and ideas, and whether you see this as being a good fit to meet the growing and complex needs of seniors living in Peel region.

Comments:

- Expanded mission statement looks like expanded objectives, not a mission statement.
- Liked the idea of “Supporting Age-Friendly Initiatives” and Elder Abuse fits into the safety component of age-friendly.
- Any new organization/Collective Impact would be something PEAPN is part of, not necessarily lead
- Collective Impact would remove overlap and duplication of services, would be more inclusive
- Positive resonance as long as no one group is on top, all players are considered equal
- Need to consider a broader spectrum of service provision than elder abuse
- “Prevention” activities are important, focus/look at the prevention aspect some more
- Need to address “What’s in it for me” for all organizations
- What are seniors looking for? Don’t forget to keep the voice of seniors at the core of our work
- Consider doing focus groups with seniors and stakeholders – a powerful way to find out what people want from any new type of organization.
- Don’t lose sight of our core work: Elder Abuse awareness and education is still very much needed in the community. Don’t lose focus or water down the messaging as part of a larger, expanded mission or mandate.

3) What are your thoughts on PEAPN’s name?

Comments:

- It is recognized now and well-established, so changing the name might be detrimental
- Or consider maintaining PEAPN as it is, but develop a new name for the Collective Impact org
- Keep the name – then divide all services/resources into columns
- Still important to address elder abuse, history of PEAPN is important to retain
- “Scary” to approach an agency with Elder Abuse in its title – feedback received from seniors, name is off-putting
- Name and logo are creepy
- Ideas for a new name: Peel Elder Initiatives, Peel Senior Safety Network, Peel Seniors Initiative

- Branding – the owl in the PEAPN logo – no one understands it unless you look carefully, explaining is good
 - Need a better logo – the owl is considered bad luck in some cultures, logo is not culturally inclusive, owl does not represent wisdom in all cultures
 - Perhaps create a contest among art students in high school to design a great logo, which can also be considered as an awareness builder
 - Art Gallery of Mississauga gives out grants to artists
 - PEAPN has an in-house designer (a.k.a. Farial) who can help in this area and develop another logo, but our name and logo is dependent on our mission and purpose.
 - Brand recognition is very important...what will make you stand out in the community?
 - Tag line: It's Wise to Speak Out – remove and say something like “Wise to Speak – Help is There”
 - Might need a focus group of seniors to determine name/logo/tag line
 - Clear that a marketing/branding strategy is needed once the strategic plan is done
- 4) PEAPN has grown in size and membership over the past few years. We are approaching 40+ members which include community agencies, businesses and seniors. What do you see as some of our current challenges as a network? Please identify your top 3 challenges.

Comments:

- Securing funding is always a challenge, focus on a few funders, don't spread too thin, be clear, strong link to supporting member agencies and their work
- We don't have a common agenda, other than elder abuse, but this is ok
- Not all members feel like they have made a change
- What is our funding traction – need to communicate this better
- Bringing back knowledge, information, resources and sharing – doesn't always happen, as members attend the meetings and don't always share for a variety of reasons. Need to identify other tools for information sharing – members portal?
- Need members to come more regularly to the network meetings, members need to debrief themselves before coming to the meetings
- Too much time is lost in the meetings getting everyone on the same page
- Workgroups need to be ½ hour longer, quick re-caps
- Difficult keeping track of the work each agency does – need this knowledge to work more effectively together as a collaborative for service coordination. Suggestion was to create a chart/table with knowledge of what each agency does - make interactive on the website
- More member engagement needed for events, e.g. MSE 2015 – event planning cannot be the sole responsibility of a few key members
- Need to give members more responsibilities within the network meetings
- How many years in a row can you run the same events – look at fundraising limitations.
- How do you measure collectively the impact of all the outreach on elder abuse that multiple organizations are doing, and that PEAPN is doing? What about duplication of efforts?

- There is a disconnect from the work that is done at the grassroots and network levels to what's actually happening in our organizations. Often it is difficult to get support/buy-in from the Executive Directors (re: elder abuse stats collection)
 - There are definite limitations with a lead-agency approach for PEAPN, there is competition with other internal programs that are going after the same program funding which is restrictive for PEAPN and its growth.
 - CI is the "flavour of the month" for funding. What happens after this? Look at PEAPN's future more strategically. If we have a window now to do something more sustainable (e.g. incorporation) with the support of the business community/CARP, the opportunity needs to be seized at the right time while we are still adequately funded. Consider using CI and any seed money from Innoweave as a launch pad into something bigger for PEAPN that is more self-sustaining.
- 5) What do you see as some opportunities that we should be considering, as we look into the future? For example, should we consider incorporating as a standalone organization, if yes, why? Please identify your top 3 opportunities for PEAPN.

Comments:

- Funding through Collective Impact for greater impact – financial, coordination of resources
 - Develop into an Education/Research centre
 - Become a resource for the community, service navigation and assistance – website could support this
 - Expanding online resources – start with the website, members portal for reports, stats, studies; look at social media more effectively
 - Sheridan College has resources through technology and social media. Students need these kinds of opportunities, so we may want to consider giving them the project of bringing the PEAPN website to a new level
 - Reach out to faith groups and other groups we may be overlooking, non-conventional ones (e.g.LGBTQ, aboriginal communities)
 - Specific services are needed for seniors: Mobile Crisis for Seniors, Victim Services for Seniors
 - Building on our reputation
 - Building on media relations – becoming the "go to " voice on issues related to elder abuse and seniors.
 - Reaching out to faith groups
- 6) Do you see your organization/business being involved with PEAPN in the future? If yes, in what capacity?

Comments:

- Yes, but focused involvement
- Great for making connections
- Good for marketing their own agency/business/programs
- Need to be mindful of time limitations

- As a resource/referral to partners as currently is the case

7) Are there ways in which PEAPN can support the work of your organization/business?

Comments:

- Website: logo/links of members, creation of a members portal with elder abuse/elder care resources, protocol info, info about members
- More opportunities to participate in exhibits/expos/fairs
- Better collaboration

APPENDIX D

Key Informant Interviews – Summary Notes

Summary - Key Informant Interviews

March 6th, 2015

1) PEAPN's Current Mission Statement:

By working collaboratively with our network partners and older adults in our communities, PEAPN will increase Peel's ability to recognize and respond effectively to the abuse of older persons by facilitating, supporting and advocating proactive interventions using a standard community protocol and implementing an integrated community response to dealing with and preventing Elder Abuse.

This is our current mission statement. Please offer us your thoughts and opinions on it.

Comments:

- Reads like you are implementing goals and activities
- Broad concepts without connections
- Long but ok, slogan can shorten the mission statement – rephrase for marketing purposes
- Long!
- New work of PEAPN needs to be reflected, broaden direction
- Current mission statement is limiting as it is
- Too wordy
- Need a tight Vision Statement first, keep it simple and action-oriented, no more than 7 words
- The word “facilitating” is misleading. We increase the capacity of service providers, businesses and community knowledge.
- Add something about supporting the creation of age-friendly communities.
- Like it in general but it is big and wordy. If the mission is inconcise, people may feel like they can come to us for all support which is misleading.
- Make sure the mission statement does not read like it's duplicating services of other service providers, look for opportunities to standardize collection of information and data.
- Language should read “older adult” consistently – avoid using “senior” or “older persons”
- Consider tidying up “advocating proactive interventions...” Not clear what this means. Consider adding: education, training, advocating, awareness
- Too wordy, worked back in 2003, very restrictive to the scope of EA
- A few people like the mission statement as is (4 people)

2) We are considering expanding our Mission Statement to include a broader focus.

An expanded Mission Statement could include:

- supporting age-friendly initiatives across the Region of Peel

- a stronger research, data collection and advocacy focus
- support for senior-lead activities/projects in the Region
- public education and awareness activities to promote healthy, active aging and aging-at-home strategies and programs for older adults
- supporting and mentoring senior volunteers.

Elder Abuse would remain as one key area under an expanded mission, and we would continue with the coordination/implementation of a community protocol to effectively deal with elder abuse cases, and our public education and awareness work related to elder abuse, scams/fraud prevention, and healthy, active aging.

An expanded focus for PEAPN could involve migrating towards a Collective Impact model for seniors and would complement and support the work of individual agencies. Some examples of Collective Impact models in Peel include: Peel Child and Youth Initiative and Peel Newcomer Strategy Group.

Does this expanded mandate resonate with you and your organization? Please share with us your thoughts and ideas, and whether you see this as being a good fit to meet the growing and complex needs of seniors living in Peel region.

Comments:

- Data collection is critical, there is so little funding available for this. We would support this (echoed by the City of Brampton and the City of Mississauga)
- Good fit for both the Mississauga and Brampton Seniors Councils
- Expanding into a more supportive role would help support the work of municipalities' older adult plans as there are limited resources within the municipalities
- Emphasize more the Collective Impact – supporting and complementing should be the focus when we sell the model to other seniors' groups
- Standardization of data is a movement spreading across Canada; there is no standard data collection on seniors living in Peel that we are aware of
- Region doesn't have an Age-Friendly committee – maybe there is a role for PEAPN to play here
- Need to consider the journey of other Collective Impact models: Peel Child and Youth Initiative and Peel Newcomer Strategy Group. What can we learn from them?
- How can the Peel Data Centre help us?
- How do we ensure all members/partners of the Collective Impact are committed to collecting and reporting on stats?
- The work of the Collective Impact model would need to be different than what's currently being done for seniors in the Region.
- Mission/vision statements need to be solid and then get others to contribute to it
- Check against WHO "age-friendly" definition to make our clear and consistent
- Public education – consider expanding to different audiences, different age groups (inter-generational)
- Engage private enterprise more in the delivery of services to seniors from an age-friendly perspective

- Create more networking opportunities for groups, including older adult centres (OACs)
- Keep advocacy role to a minimum as this can affect your ability to qualify for charitable status (CRA guidelines – be sure to check them)
- A Collective Impact model would create more opportunities for collaboration on grants
- A Collective Impact model is a holistic view of the aging of seniors. Keep the Elder Abuse focus though because it doesn't happen in isolation; there are many contributing factors to elder abuse. What you do must be evidence-based.
- Do not forget to include the voice of seniors in the Collective Impact model.
- Create a body of seniors who can provide public information and do outreach, not necessarily deliver training sessions.
- Consider how the Collective Impact would work across sectors: e.g. family violence, domestic violence. Find commonality to make a difference.
- Moving towards a Collective Impact model would open more doors for PEAPN. Think about how to include CASSIS, seniors councils, faith communities, businesses to make Peel more age-friendly, make the messaging more positive than just Elder Abuse (comment from OTF)
- Look at something more local, neighbourhood-wide, e.g. significance of poverty among the elderly – huge opportunities for CI (comment from UWPR)
- Good sources of data: National Household Survey, Peel Poverty Reduction Strategy/CCSD 2011, older adult plan for Mississauga, Brampton? – where are people living, access to basic necessities, affordable transportation

3) What are your thoughts on PEAPN's name?

Comments:

- Name fits for now, maybe re-consider it if we're part of a larger entity
- No one is dealing with Elder Abuse in Peel head-on, so the name works
- Active Aging Centre?
- Easy to say, it is recognizable now, no issues
- Elder Abuse doesn't lend itself to positive labels or language anyway, might as well call it as it is
- A difficult subject but people need to know what you're dealing with
- Name would need to change if moving towards a CI; it has been good for our current focus but consider changing as we move forward.
- Maybe consider explaining the history/evolution of the name so elder abuse gets the attention it deserves
- Don't lose Elder Abuse focus in what we do moving forward – keep name and history
- Name is restrictive
- From a cultural perspective, the name doesn't convey equity and inclusion

4) PEAPN has grown in size and membership over the past few years. We are approaching 40+ members which include community agencies, businesses and seniors. What do you see as some of our current challenges as a network? Please identify your top 3 challenges.

Comments:

- Don't fracture your mission – be careful, remain focused on your work
- Involving more older adult centres in our work, engaging them, they are grassroots
- Building age-friendly communities – everyone is doing their own thing, or nothing, no coordination
- Getting commitment and buy-in from diverse partners and stakeholders, maybe consider having a small core group for decision-making
- Everyone needs to have a shared understanding outside of their organization/business
- Making and facilitating linkages between non-traditional partners under a CI – e.g. older adult centre and India Rainbow for program delivery
- Don't lose the voice of the senior – must be centre and at the fore-front
- Ensure you don't duplicate services/program; demonstrate a need for the CI/your work and get the right buy-in
- There are complexities with addressing older adult issues because they are not uni-dimensional
- How do you conduct research to ensure it is evidence-based?
- How do we integrate more ethno-cultural seniors groups – opportunity for a shared philosophy/vision with CASSIS and other seniors' groups, faith groups?
- Different ways to engage the private sector and how we look at retirement and aging. Older adults want/need to be employed in many cases, don't paint all older adults with the same brush (i.e. all want to be retired)
- Ensuring the same staff are consistently sent to the meetings – need more buy-in and commitment from management of these organizations
- How do we get people to do their part without penalizing them or burning bridges?
- Organizations need to be held accountable re: adopting the EA protocol, collecting EA stats. Some agencies continue to work in silos and don't want to collaborate
- Ensuring PEAPN members continue to get good value for their membership and investment
- Looking at and engaging sponsors to help us grow
- Selling PEAPN to new members, particularly businesses, and the benefits of becoming a member. Benefits must be tangible.
- Securing LHIN funding for PEAPN's work – PEAPN needs to align with a Health Service Provider; recruit powerful people on PEAPN who are committed to advancing our cause.
- Or become an independent, non-profit registered charitable organization and become a Health Service Provider
- Keeping the attention of politicians (all levels)
- Manpower is needed to sustain and grow PEAPN or a CI
- Do a membership survey and ask what members find to be valuable as being part of PEAPN, ask if they want PEAPN to be kept separate or as part of a CI/broader initiative, what else do they want to see happen for seniors in Peel, should PEAPN incorporate?
- Encouraging agencies to measure outcomes and report/consolidate under a CI would be a challenge
- Looking forward to more good work, high participation in the network is good, it feels like there's value being generated

- Look at sectoral representation including funders – we pick who joins us as opposed to funders coming to us
 - Keep focused and don't get too big, look at the long-term sustainability of the network.
- 5) What do you see as some opportunities that we should be considering, as we look into the future? For example, should we consider incorporating as a standalone organization, if yes, why? Please identify your top 3 opportunities for PEAPN.

Comments:

- Future partnership opportunities – helping agencies connect with others that are like-minded
- Make sure we are not competing with other organizations, duplicating existing work
- Keep Elder Abuse as a pillar – still an opportunity to reach immigrant seniors, older adults new to Peel region, reaching seniors in rural communities. The amount of elder abuse is growing as the population continues to grow
- Consider an Ethics Board for seniors
- Role in exploring adult protection services and recommending policy for Ontario, directing what should happen in Peel re: protecting vulnerable/abused seniors
- Look at charitable giving at the individual donor level – big opportunities for fundraising
- Be the voice of seniors in Peel
- Now is the right time to consider incorporation and charitable status, becoming a self-sustaining entity – consider while we are not scrambling for funding
- Lack of facilities to congregate/meet for local seniors groups; helping seniors groups connect to community resources
- Umbrella organization is needed for better coordination with funding and service delivery
- Advocacy is needed, central point of coordination
- Incorporate the voice of seniors with lived experience
- Continue with education and awareness role
- Look at fundraising opportunities
- Maximize the use of people who are paying to be part of PEAPN
- Make a questionnaire for potential sponsors as to how they see themselves participating, maybe support with manpower too
- Continuing to partner with agencies, businesses and other elder abuse networks to see if they are considering an expanded mandate
- Age-friendly certifications for businesses – good marketing opportunity for businesses to say they are “age-friendly”
- Look at non-conventional partners –older adult centres, learn from CAS model for child protection (mentioned by 3 people)
- More partnerships with private sector/businesses serving seniors – could be a source of \$\$ for sponsorship and funding, we give them good publicity in return
- Partnering with Peel Police to access grant opportunities they have access to (e.g. Department of Justice).
- Seniors need a stronger voice at the municipal levels; look at ways to empower them to affect change; how do you mobilize seniors for consumer/political power?

- Organize on trigger issues for immigrant seniors, e.g. banking fees
- Consolidate public education on elder abuse with common projects (e.g. Protocol)
- Building bridges and sharing ideas/knowledge in other violence sectors
- Redefining “Aging” and getting older adults not to give into a self-fulfilling prophecy
- Market Scams Wow more strategically to promote PEAPN
- There is a real market for an advocacy agenda for older adults in Peel (CARP has a national focus but needs support/data to advocate more effectively at the local level)
- CARP needs support locally from a potential CI to advocate on issues such as RRIF reform, pension reform, pharmacare; need the mayors to coordinate with us and see where they fit in, how can they support a CI for seniors in Peel. Suggested we research other CIs for seniors in other jurisdictions before meeting with the mayors
- Look at where funding opportunities are coming from and where current funders are going with their strategic directions, look at funding opportunities from the cities
- Look at how fundraising is evolving, maybe look at individual donor approach
- Build relationships with other big groups
- CI can give us a strategic lens for elder abuse, a platform to increase visibility across Peel – bring other key decision-maker to the table to influence change

6) Do you see your organization/business being involved with PEAPN in the future? If yes, in what capacity? Are there ways in which we can support your work?

Comments:

- We can help with coordinating a meeting with the city mayors and new councillors (comment from CARP Brampton)
- Time to approach politicians at all levels re: funding shortfall for seniors in Peel and how to address the needs of Peel seniors
- Offers to assist with incorporation at the right time (made by CARP Brampton, Social Planning Council)
- CARP Brampton would be happy to help as the sounding board for any prototype CI that we come up with – need to also consider research in other jurisdictions as well
- Possibility of more synergies with an expanded mandate/CI (comment from Sheridan); can offer their research lens to demonstrate impact for the CI
- Happy to help with resource-sharing and supporting PEAPN’s awareness work and activities/events
- Continue helping us with sharing information to seniors re: elder abuse awareness
- PEAPN is always welcome to share information at our monthly meetings (comment from Mississauga and Brampton seniors councils)
- Timing is good to consider CI model (year 2 of OTF grant); OTF would support attending a ½ day funders consortium meeting to demonstrate the need for seniors to be a priority for funding – panel discussion for policymakers too.
- Participating and collaborating on events, more collaboration among elder abuse network chairs across the central west region
- Promoting PEAPN in their local newsletters and publications and in turn promoting their work in PEAPN’s publications/website

- Supporting the creation of a resource-hub in partnership with Peel Police, cities, region along with age-friendly components and housing info for seniors
- Helping at the ED level with integrating more older adult centres into a future CI and PEAPN
- UWPR works through the poverty lens – there are opportunities to work together on projects, especially at the neighbourhood level.

7) Would you be interested in attending a ½ day focus group session to help us further with our strategic planning process?

Comments:

- Majority of respondents indicated they would be interested in attending a ½ day focus group session to hear the draft strategic plan and provide additional input.

List of Key Informants

Brampton Seniors Council and City of Brampton: Donna Martin, Chair and Sharon Bonello (City of Brampton)

CARP Brampton Chapter board: Peter Howarth (chair), Glenn Cunningham, Cecil Beauchamp, Anne Murphy, Prabhot Chatterji

CARP Mississauga Chapter board: Barry Everatt

City of Mississauga: Lorena Smith, Older Adult Coordinator

Coalition of Agencies and Seniors Serving Immigrant Seniors (CASSIS) – scheduled for the end of March

Elder Abuse Ontario: Rochella Vassell, Central West Regional Consultant

Elder Help Peel: Roman Aman, Executive Director

India Rainbow Community Services of Peel: Gurpreet Malhotra, Executive Director and Kamallesh Visavadia, Director of Health Services

Mississauga Seniors Council: Bob Harrick, Chair

Ontario Seniors Secretariat: Lorraine Hogan, Regional Advisor, Halton-Peel

Ontario Trillium Foundation: Gilmar Militar, Program Manager

Region of Peel: Carolyn Clubine, Director, Senior Services Development

Sheridan Centre for Elder Research: Pat Spadafora, Director

Social Planning Council: Srimanta Mohanty, Executive Director

Square One Older Adult Centre: Linda Salb, Executive Director

United Way of Peel Region: Anita Stellinga, Vice President Community Development, Sharon Douglas, Director, and Jyotia Shukla, Manager, Community Development

University of Western Ontario, Centre for Research and Education on Violence Prevention Against Women and Children: Margaret McPherson, Consultant

APPENDIX E

Membership List

Operations and Administration:

Karen Sibal, Program Manager, ksibal@cfspd.com; tel: 905-450-1608 x 175

Atif Siddiqui, Program Assistant, msiddiqui@cfspd.com; tel: 905-450-1608 x 161

Management Team Members:

Murray Etherington, CARP Mississauga Chapter Chair

Barry Everatt, CARP Mississauga Chapter Director and PEAPN Vice-Chair

Susan Harris, Clinical Director, Catholic Family Services of Peel-Dufferin and PEAPN Co-Chair

Rochella Vassell, Central West Regional Consultant, Elder Abuse Ontario

Tom Triantafilou, Manager, Community Support, Family Services of Peel

Kamalesh Visavadia, Director, Health Services, India Rainbow Community Services of Peel

Cst. Yvette Logan, Elder Abuse Coordinator, Peel Regional Police and PEAPN Co-Chair

Alison Caird, Executive Director, Spectra Helpline

Pat Chrisjohn, Region of Peel

Members:

Alzheimer's Society Peel

Anna and Jorge Cardoso

Bayshore Home Health Services

Blue Willow Consulting

Brampton Zoomers

Caledon/Dufferin Victim Services

Carefirst Seniors and Community Services Association

CARP Mississauga Chapter (Murray Etherington, Barry and Shirley Everatt)

Catholic Cross Cultural Services

Catholic Family Services of Peel-Dufferin

Coalition of Agencies and Seniors Serving Immigrant Seniors (CASSIS)

Elder Abuse Ontario (formerly the Ontario Network for the Prevention of Elder Abuse)

Elder Help Peel

Flower City Seniors Centre (Brampton)

Family Services of Peel

Heartland Creditview and Community Health Centre

India Rainbow Community Services of Peel

Interim Place

Kerry's Place Autism Services

Ken Stern

Leisure World Brampton

Newcomer Centre of Peel

Ontario Provincial Police

Palisades on the Glen

Peel Regional Police

Peel Senior Link

Punjabi Community Health Services
Region of Peel
Retire-at-Home Mississauga South
Right at Home Brampton
Right at Home Mississauga
Saint Elizabeth
Spectra Helpline (formerly Telecare Brampton and Distress Centre Peel)
Square One Older Adult Centre
Square One Seniors Wellness Services
Supportive Housing in Peel
United Way Peel Region
Victim Services of Peel
Victorian Order of Nurses (VON)