

Communication & Engagement Plan

This proposal is aligned with the Age-Friendly Community Plan; specifically¹:

- Strategy 2.1.1: Raise awareness and knowledge of existing available senior's services
- Strategy 3.1: Increase the level of engagement of seniors with the community

The following tables describe a proposed communication strategy for the GASC. This includes suggested groups of target audiences as well as key messages aligned with the communication goal for that group. See Appendix A for a description of various communication tactics for the different groups along the spectrum of communication.

The Age-Friendly Community Plan asserts that the Plan is a living document, forming a baseline for ongoing collaboration and relationship building between the various stakeholders¹. To inform this collaboration and engagement on an ongoing basis, an evaluation plan is outlined below.

Proposed Overall View

Table 1 proposes that stakeholder audiences are grouped according to three tiers, with different key messages proposed for each tier. The Fall communication is a broad message, the goal being to introduce the GASC and the Age-Friendly Community Plan to the community. The Winter communication is a follow up message that announces some elements of the work plan and, in some tiers, asks for organizations to partner with the GASC on specific priorities in the Plan.

Table 1: Proposed Key Messages by Stakeholder Tier

Tier	Group	Goal³	Key Message: Fall 2016 Communication	Key Message: Winter 2017 Communication
1	Community At Large	Educate Inform	<ul style="list-style-type: none"> Welcome, introduction, Age-Friendly Community mission, and how it aligns with the Mandate of the Ministry of Health and Long Term Care and the Senior's Secretariat. 	<ul style="list-style-type: none"> Where to find us (website, email, etc) Things we're working on.
2	Community Stakeholders	Educate Inform Involve	<ul style="list-style-type: none"> Welcome, introduction, Age-Friendly Community mission, and how it aligns with the Mandate of the Ministry of Health and Long Term Care and the Senior's Secretariat. 	<ul style="list-style-type: none"> Where to find us (website, email, etc) Things we're working on. Ask: Involve, advertise the GASC.
3	Key Partners	Educate Inform Involve Collaborate	<ul style="list-style-type: none"> Welcome, introduction, Age-Friendly Community mission, and how it aligns with the Mandate of the Ministry of Health and Long Term Care and the Senior's Secretariat. 	<ul style="list-style-type: none"> Where to find us (website, email, etc) Things we're working on. Ask: Involve, advertise the GASC. Ask: Collaborate to deliver an action in the Plan, i.e.- develop more senior-friendly programming.

Proposed Target Organizations

Table 2 suggests specific organizations to target within each tier group, as well as maps the organization category back to the categories used in the Plan² and the GASC Goals¹. Target organizations are balanced across the various categories. The communication tactic to be used is dependent on the type of organization and the communication goal³.

Table 2: Proposed Target Organizations, by Tier and Category

Tier	Organization	Category
1	Valley Heritage Radio	General Awareness
	Health Matters magazine	General Awareness
	Arnprior Life, Fall 2016	General Awareness
	Local Newspaper - Letter to the Editor	General Awareness
	Arnprior Visitor's Centre	General Awareness
2	The Grove: Adult Day programs, Assisted Living, LTC	Housing, Aging Well
	Alzheimer Society of Renfrew County	Health, Aging Well
	Ontario Breast Screening Program, Champlain Region: Arnprior	Health, Aging Well
	Champlain CCAC	Health, Aging Well
	Arnprior and District FHT	Health, Aging Well
	Parkinson's Society Arnprior	Health, Aging Well
	Renfrew County Withdrawal Management	Health, Aging Well
	RCDHU Quitting Smoking	Health, Aging Well
	Al-Anon Family Groups, Renfrew County	Health, Aging Well
	Stand Up! Falls Prevention Renfrew	Health, Aging Well
	Arnprior Regional Health Auxiliary	Health, Aging Well
	Island View Suites	Housing, Aging Well
	Arnprior Villa	Housing, Aging Well
	Baskin Place	Housing, Aging Well
	A-1	Non-Urgent Transport
	Grab-A-Cab	Non-Urgent Transport
	Murray's	Non-Urgent Transport
	Service Clubs	Community Services
	Township of McNab-Braeside Recreation	Social and Physical Recreation
	The Fountain	Social and Physical Recreation
Royal Canadian Legion, Arnprior Branch 174	Social and Physical Recreation	
Arnprior Curling Club	Social and Physical Recreation	
Nick Smith Centre	Social and Physical Recreation	

	Get With It! Walking Program: Arnprior	Social and Physical Recreation
	Kenwood Athletic Club	Social and Physical Recreation
	School Boards, Community Colleges and Universities	Educational Opportunities
	Arnprior Ministerial Association	Community Services
3	Arnprior Regional Health	Health, Aging Well
	Arnprior-Braeside-McNab Seniors At Home	Health, Aging Well
	Arnprior Public Library	Social and Educational Opportunities
	Hospice Renfrew	Health, Aging Well
	Town of Arnprior	Facilities and Infrastructure
	Arnprior and District Family Health Team	Health, Aging Well

Evaluation

On an annual basis, stakeholders will be invited to complete an evaluation of the GASC's communication strategy. There are three types of measures proposed³:

- 1- *Process Measure*: was the method(s) used to involve the stakeholder the most appropriate method to increase involvement?
 - a. How did the GASC engage with you, the stakeholder?
 - b. Was the information provided pertinent? Was it complete?
 - c. What changes would you suggest for the future?
- 2- *Outcome Measure*: Did the engagement activity produce the desired outcome?
 - a. What was the desired outcome of the engagement activity?
 - i. For example: to share information about how to contact the GASC, to inform the GASC about stakeholder organization's services, to co-design new senior's services, etc.
 - b. Was the outcome achieved? If not, what are possible reasons?
 - c. What changes would you suggest for the future?
- 3- *Impact Measure*:
 - a. How do you, as the stakeholder, view the outputs from the engagement activity in building an Age-Friendly Community?

References

¹ Shercon Associates Inc. (2016). Town of Arnprior Age-Friendly Community Plan: Final Report. Available at <http://arnprior.ca/town/notices/plans-and-projects/afcp/>.

² Greater Arnprior Seniors Council (GASC). (Aug-2016). Terms of Reference.

³ Ministry of Health and Long Term Care. (2011). *LHIN Community Engagement Guidelines and Toolkits*.

Appendix A: LHIN Community Engagement Guidelines and Toolkit – February 2011³

Engagement Strategies and Best Practices

The following lists provide engagement strategies appropriate to different levels of involvement.

Techniques that Support Levels of Engagement

EDUCATE / INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<ul style="list-style-type: none"> ▪ Advertising ▪ Social Marketing ▪ Briefings ▪ Factsheet ▪ News Releases ▪ Press Conference ▪ Bulletins ▪ 1-800 Numbers ▪ Booths / Exhibits ▪ Info Kits ▪ Mail Drops ▪ Open House ▪ Site Tour ▪ Websites ▪ E-blast 	<ul style="list-style-type: none"> ▪ Bilateral Meetings ▪ Public Meetings ▪ Committees ▪ Polling ▪ Key-Pad Polling ▪ Focus Groups ▪ Workbook ▪ Online Workbook ▪ Tele-Voting ▪ Surveys ▪ Online Survey ▪ Questionnaire ▪ Interview ▪ Seminar ▪ Focused Conversation ▪ Community Board ▪ Feedback Registry ▪ Comment Forms ▪ Delphi Process 	<ul style="list-style-type: none"> ▪ Advisory Bodies ▪ Workshops ▪ Nominal Group ▪ Issue Conference ▪ Polling ▪ Key-Pad Polling ▪ Blogs ▪ Online Forums ▪ Breakout Group ▪ Telephone Town Hall ▪ Issue Forum ▪ Revolving Conversation ▪ Site Visit ▪ Fish Bowl ▪ World Café 	<ul style="list-style-type: none"> ▪ Advisory Bodies ▪ Assembly ▪ Breakout Group ▪ Charettes ▪ Workshops ▪ Study Circles ▪ Retreats ▪ Roundtables ▪ Future Search ▪ World Café ▪ Open Space ▪ Appreciative Inquiry ▪ Deliberative Forum ▪ Citizen Panel 	<ul style="list-style-type: none"> ▪ Citizen Jury ▪ Stakeholder jury ▪ Voting ▪ Workshop ▪ Future Search ▪ Study Circles ▪ Consensus Conference ▪ Think Tank

Goal: Educate & Inform

- Web Site or Other Web Based Tools - Reaches people who don’t come to meetings.
 - Creates an information repository available anywhere and anytime to anyone with an Internet connection.
 - Reaches people across large geographic areas.
- Offering a Central Information Contact - This is a designated person who serves as a single point-of-contact for inquiries about the project.
 - Provides reliable access for interested parties to get information and have questions answered.
- Briefings - Presentations to organized groups to raise awareness, share information, answer questions and generate greater interest in participation.
 - Effective early in the process to create awareness, build rapport and trust.
- Fact Sheets, Progress Reports, Newsletters, Email Updates
- Open Houses
- Fairs and Events
- Information Repositories/Kiosks - (i.e. information provided at library sites, shopping malls – places that are convenient for community access).
 - Provides access to project background materials and ensures that project materials are available for interested parties.
 -

Goal: Consult

- Invite Public Comment - Comment cards, encourage correspondence.
- Focus Groups
- Delphi Processes - Participants respond to a questionnaire or survey, responses are compiled and the compilation is returned to participants who have opportunity to add or alter their responses.
 - The process is repeated until additional interaction no longer results in significant changes.
 - Provides an opportunity to develop agreement without the need for face to face meetings.
- Surveys - Online, print, other.
- Public Meetings/Symposia - Including presentation of facts and specifics of which aspects of the project/decision to which input can be invited.
- Feedback Registers - Randomly selected participants are sent briefing materials and asked to provide feedback by a specific date/method (i.e. by telephone, one week later).
 - Can be used as a recruiting mechanism to identify parties interested in further involvement.
- Interviews - Would require a scripted and planned approach to ensure consistent approach.

Goal: Involve

- Workshops - Where participants work in small groups on defined assignments.
- Computer Assisted Processes - i.e. Expert Choice Decision support software.
- World Café
- Open Space Meetings - Participants create and design their own agenda and work groups around a specific theme.
- Focused Conversations - Allows for group involvement in a structured discussion on specific issues.
 - Can be used to explore potentially contentious issues. Conversation/questions take four stages:
 - Objective – review facts
 - Reflective – review emotional response
 - Interpretive – review meaning
 - Decisional – consider future action

Goal: Collaborate

- Advisory Committees
- Consensus-Building Activities - Working through options/solutions to find common ground or agreement.
- Deliberative Forums
 - Bring people together to make choices about difficult, complex issues where there is a lot of uncertainty about solutions and there is high likelihood that people will be polarized on the issue.

- The goal of deliberative forums is to find where there is common ground for action.
- A moderator who is specifically trained in this technique is important.
- Deliberative Polling - Structured means to measure informed opinion on an issue.
 - Process requires a statistically valid sample group and incorporates information presentation so that participants can offer informed opinions.
 - Group discussion takes place and then participants vote on the questions put before them.

4.5. Goal: Empowerment

- Citizen Jury - A representational group of participants is selected to consider a set of facts and relevant information leading to a decision.
- Voting by Ballot - Options are put to a vote the results of which are binding.
- Delegated stakeholder decision-making - Final decision-making authority, leading to action is assigned to a committee (ad hoc, standing) or other organized body (project-related work group or task).

Appendix B: Draft Information for Key Messages

Greater Arnprior Seniors Council (GASC) Mandate²

- To serve the Greater Arnprior Community by creating an open, respectful and inclusive community that respects and engages seniors.
- Strive to serve the community by creating an age friendly environment through advocating for:
 - Enhanced facilities and infrastructure
 - Range of senior focused services and supports
- Serve as a connection for various seniors' groups and organizations
- Form a community culture that fosters positive engagement and active lifestyles

Why: To make Arnprior an Age-Friendly Community (AFC). A place where *“policies, services and structures related to the physical and social environments are designed to support and enable older people to live in a secure environment, enjoy good health and continue to participate fully in their communities.”²*

How: By enabling opportunities that are identified in the Town of Arnprior Age-Friendly Community Plan².

➤ *Consider the Provincial Mandate Letters, September 2016,*
<https://www.ontario.ca/page/mandate-letters-2016>

Minister of Health:

Health and Long-Term Care

Priorities:

- Considering necessary investments, including staffing, for long-term care homes, and advancing the Enhanced Long-Term Care Home Renewal Strategy and ultimately eliminating all our bed wards in Ontario's long-term care homes

Drive progress in the following areas:

- Work with the Minister Responsible for Seniors Affairs on initiatives, such as the development of a dementia strategy that will especially impact seniors

Housing and Poverty Reduction Strategy

Priorities:

- Deliver on the commitments made in the Long-Term Affordable Housing Strategy Update that was released in March 2016, which includes:
- Develop a policy framework to bring greater coherence to the supportive housing system, working with the Minister of Health and Long-Term Care and the Minister of Community and Social Services

Senior's Secretariat:**Priorities:**

Continuing to work with:

- Inter-ministerial colleagues to explore the development of communication tools and forums to assist older Ontarians, their families and caregivers to increase awareness and accessibility of programs and services available within their communities
- The Minister of Housing to ensure seniors' perspectives on housing issues are reflected in on-going policy and planning

Drive progress in the following areas:

Working with the Minister of Health and Long-Term Care and the Parliamentary Assistant to support:

- Delivery of a provincial dementia strategy that reflects the needs of Ontario's seniors and their caregivers
- Development of an Ontario Caregiver Strategy, to ensure Ontarians supporting their loved ones are equally supported to have health, quality of life and dignity
- Ongoing capacity planning for the health sector to ensure the future needs of Ontario's aging population are accounted for

➤ *Consider the Council on Aging of Ottawa, <http://coaottawa.ca/index.html>*

➤ *Consider Darrel's press release in local paper, issued late Aug 2016*

GROVE REDEVELOPMENT**A LINK TO AN AGE FRIENDLY COMMUNITY**

And, that was part of the message presented to Marie-France Lalonde, MPP for Ottawa-Orleans at a meeting in Ottawa on Thursday, August 18th, 2016 by Chris Havey, Chair – Grove Redevelopment Task Force, Eric Hanna, President & CEO of the Arnprior Regional Hospital and Darrel O'Shaughnessy of the Greater Arnprior Seniors Council. This link is so critical in helping to establish Arnprior as an age-friendly community and emphasizing the fact that the Greater Arnprior Region deserves equitable access to long-term care. O'Shaughnessy's presentation focused on Arnprior's Age-Friendly Community Plan;

Thank you for seeing us this afternoon Ms. Lalonde.

The Town of Arnprior has developed and is currently in the process of implementing an Age-Friendly Community (AFC) Plan of action. As you are aware, an AFC is one where policies, services and structures related to the physical and social environment are designed to support and enable older people to live in a secure environment, enjoy good health and continue to participate fully in their communities.

Our Plan has taken almost two years to develop and has been successfully achieved through the hard work and dedication of our communities at large – it certainly proved to be a Community Engagement initiative to say the least. Most importantly, it was developed in consultation with the full range of seniors. We reached out to WELL FIT Seniors, Seniors requiring some assistance, and others needing 24 hour support. It became very clear to us during the planning phase that Arnprior is a community where Seniors have watched their loved ones grow up, and it is a community where they wish to grow old.

As a result, 15 goals emerged from the planning process addressing priorities related to

infrastructure, services and engagement.

In addition, the Plan highly recommended the establishment of a Seniors Council to support the Plan and serve the Greater Arnprior Community by creating an age friendly environment through advocating for enhanced facilities and infrastructure, a range of senior focussed services and supports, along with serving as a connection for various seniors groups and organizations, and forming a community culture that fosters positive engagement and active lifestyles. We are so fortunate to have a Council that is well informed, totally committed to the tasks at hand, and fully invested in our communities.

Ms. Lalonde, one of our key objectives is to help move forward the Redevelopment of the Grove to increase the number of long-term care facilities in the Greater Arnprior Region. As a Seniors Council we are concerned, and, if I may add, a bit fearful, that the existing 60 licences with associated capital dollars for the development that the Grove currently has - will expire in 2025 if the Grove does not build a new home that meets current Ministry of Health and Long-Term Care standards.

The redevelopment of the Grove to increase to 96 long-term care beds, will also complement our plan for 20-30 affordable seniors' accommodation, and help increase seniors' programming such as assisted living and an adult-day program which is so important to us and to the wonderful communities that we serve. We firmly believe that the Grove Redevelopment will go a long way in helping to ensure that more residents of the Arnprior Region have a place within their community where they can grow old.

I relocated to Arnprior from Western Canada 4 years ago mainly because the Ottawa Valley is a safe and clean place to live and is strategically situated close to Ottawa and home to some of the best health care professionals in the world. My wife and I plan to grow older here and eventually die here. And, during this time we will, without a doubt, require access to long term care facilities, hopefully in the Arnprior area, and hopefully close to our children here in the Valley.

I also want to tell you one more story Ms. Lalonde. I know of one particular family whose husband has Alzheimer's and is currently in a long term care facility in Ottawa - only because our facilities in Arnprior are full. She visits him almost every day. Today, she is so stressed because this winter she may not see him again. She is simply fearful about driving back and forth to Ottawa in winter. These wonderful people are in their 80's. We identified so many other stories along these lines in the Greater Arnprior Region – older people being forced to continually drive back and forth between either Ottawa or Pembroke.

As Chairman of the Greater Arnprior Seniors Council and as a representative of this Team I formally request your support Ms. Lalonde in helping our Seniors in the Greater Arnprior area receive fair and equitable access to long-term care.

Thank you.

- *Consider Darrel's note to MPP, sent Sept 9, 2016.*

Good Morning Mr. Fraser,

Thank you so much for seeing Eric Hanna, Chris Havey and I yesterday afternoon at your offices in Ottawa. It was certainly my pleasure, on behalf of the Greater Arnprior Seniors Council (GASC) to meet you and have the opportunity to discuss the Redevelopment of the Grove in Arnprior. As I mentioned Mr. Fraser, one of our key objectives is to help move forward the Grove Redevelopment to increase the number of long-term care facilities in the greater Arnprior area. It is important to us that our Senior's only receive fair and equitable access to long-term care.

I thank you once again for agreeing to bring this matter forward with the Minister and his Staff on our behalf, and I am confident that your advocacy will achieve only positive results. Most respectfully,

Darrel O'Shaughnessy
Chair
Greater Arnprior Senior's Council

- *Consider Arnprior Life press release, issued Sept 2016*

