

AAG Cultural Change Project

Impact Assessment Report



ALBERTA ASSOCIATION
ON GERONTOLOGY

Improving the Lives of Older Albertans

June 2024

1 Executive Summary

The Culture Change Project with funding from Alberta Health expanded AAG's capacity to engage a range of stakeholders to enhance understanding of Alberta's transformation opportunities, facilitate collaboration across sectors, and develop resources to mobilize Alberta's transformation agenda for community and continuing care.

The Culture Change Project became the major focus of the AAG's Futures Policy Forum from September 2022 to March 2024. The project was supported by the Stakeholder Collaborative Committee, a unique cross-section of partners bringing perspectives from community-based senior services, housing, continuing care and health providers, educators, caregiver supports, and older adults themselves.

Cultural Change Project: Three strategies, Two Initiatives in Each

1. Focused Engagement and Action Planning

- Workforce Think Tank
- Cross-Sector Mapping of the Healthy Aging Framework with Healthy Aging Alberta

2. Thought Leadership for Healthy Aging

- Reimagining Aging for a Future of Longevity
- Embracing Diversity

3. Recognition and Communication in support of system-wide transformation

- Recognition Awards
- Communication Mechanisms

Three Results Areas. All project commitments were delivered in three result areas creating momentum to the overall goal of creating a culture and community for change

1. **REACH:** engagement of a cross-section of individuals and organizations in each initiative, with the number of individuals varying according to the focus of the initiative.
2. **VALUE:** participants in all initiatives reported high value from their involvement, with an indication of learning and intent to share and make use of materials/opportunities for change.
3. **IMPACT for the TRANSFORMATION JOURNEY:** Reports from each initiative outlined opportunities for cross-sector action to advance workforce development, community engagement, cross-sector collaboration, strategies for equity, inclusion and diversity, and participation in future recognition opportunities.

The Impact Assessment involved assessment of deliverables and input by the Stakeholder Collaborative members and key partners at SCC meetings in April and May 2024.

SCC Assessment of Project Value and Initiatives undertaken. Four conclusions:

1. **Cross-sector engagement is unique in scope and important:** unique in scope and important to mobilize change with shared learning and respect for each other
2. **SCC provided major value:** for information sharing on innovations, opportunities, and strategies and supportive of organizational change initiatives

3. **Value of focus on key topics and change initiative linkages:** major value when focused on key topics with clear links to change strategies involving multiple sectors
4. **Recognition of Changemakers:** important with AAG being encouraged to build on 2024 experience and beyond

SCC Identification of Future Opportunities. The Stakeholder Collaborative Committee discussed lessons learned and recommendations regarding further opportunities for cross-sector engagement and identified two broad strategies for ongoing work, with specific opportunities suggested for action:

1. **Opportunity Area 1—Continue the Stakeholder Collaborative Committee**
 - A unique opportunity for broad engagement, well-positioned as a vehicle for sharing of initiatives by partners, stewardship of new cross-sector change initiatives, and ongoing development and demonstration of environment of trust and mutual gain with government and cross-sector providers and citizens, as an underpinning to achieving Alberta’s goal for transformation of the community and health system.
 - Suggestions were made for improvement in the support for Committee members.
2. **Opportunity Area 2—Identify initiatives for cross-sector action and learning to advance work begun in the first Culture Change Project and to mobilize grass-roots action in support of major transformation initiatives from government in collaboration with partners.**

Examples include:

- Further development of person-centred and integrated community ecosystems for wellbeing as an underpinning for Alberta’s new health system
- Practice changes to support system goals for quality of living for older adults, including strategies that support inclusion for persons living with dementia
- Practice changes to support system goals for quality of living for older adults, including strategies that support equity, diversity, and inclusion for those identifying with a diverse community [A diverse community refers to a group of people characterized by a range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs." (Adapted from the APA Dictionary of Psychology)]
- Having input into and monitoring Alberta’s leadership in creating new environments for living and community-integrated service delivery (e.g., small homes, community service hubs)
- Marking progress related to priority change topics such as workforce development, caregiver support, and technology innovation.

Moving Forward. AAG is encouraged to move forward with the Futures Policy Forum, anchored by the Stakeholder Collaborative Committee and focused on change and collaborative initiatives encompassing the following themes as much as possible given funding, time, and opportunities to leverage partner-led transformation initiatives:

- **Advance select transformation initiatives as a lead—or collaborator with partners--** connecting evidence and experiential insights for systemic change through funded initiatives
- **Facilitate knowledge mobilization** by sharing information and partner initiatives at SCC
- **Promote communities of practice** and **mark progress** through forums and events
- **Contribute to momentum for cross-sector change** by recognizing exemplars across the system through communication vehicles and awards

This Report is also an invitation to partners to take leadership roles in advancing areas identified by the SCC for attention and action.

ADKAR model. Going forward, the ADKAR Model for system/service development creates a shared framework for collaborative action and collective impact:

- **AWARE** of need for change
- **DESIRE** to participate and support change
- **KNOWLEDGE** on how to change
- **ABILITY** to implement desired change
- **REINFORCEMENT** to sustain the change

2 Acknowledgements

The Cultural Change Project was a significant undertaking by the Alberta Association on Gerontology at a time when major changes and transitions are happening in the health system that will impact all older Albertans regardless of where they live.

The project provided significant opportunities to learn about and share new initiatives and information in continuing care homes, community home care and other community organizations that exist to meet the needs and preferences of older Albertans.

All the achievements and the impacts experienced from the Cultural Change project were made possible due to the energy, commitment, sharing of time and expertise of many people.

AAG extends its heartfelt thanks and appreciation to the following people who invested in this project:

- Alberta Health Continuing Care for their leadership, support and funding of the Culture Change Project and colleagues in the Ministry of Seniors, Community and Social Services for their involvement in the SCC and in various initiatives.
- Stakeholder Collaborative Committee (see Appendix 2 for specific representation)
- Speakers and participants in the summits, forums and change initiatives that were held throughout the two years, involving representatives from community services, housing, continuing care, health, education, many not-for-profit community organizations serving older adults
- Alberta Association on Gerontology, especially remembering the late Vivien Lai, Chair of the Cultural Change Project and her successor, Marlene Raasok as well as Sharon Anderson and Lynne Mansell who served on the Project Steering Committee

Together, we can be proud of the progress made in two years. Now, we look forward to continuing this important work together.



Dr. Sharon Anderson
President
Alberta Association on Gerontology

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3 Introduction

The Alberta Association on Gerontology (AAG) is a province-wide interdisciplinary organization that seeks to enhance the lives of the aging population through support of persons involved in and concerned with gerontology. AAG seeks to provide a vehicle for networking among individuals and organizations interested in practices, services, and research for older adults and to stimulate the development of opportunities that enhance the knowledge of and practice for healthy aging and quality of life for older Albertans.

In January 2022, AAG received grant funding from Alberta Health to conduct a two-year project focused on culture change. The Culture Change Project focused on developing resources to support Alberta's transformation journey. The project had three objectives:

1. **Strengthen cross-sectoral linkages and engagement** in support of a future with integrated service delivery built on the strengths and unique contributions of community-based, housing and health care sectors.
2. **Pay attention to the societal context that underpins how we view a future of healthy aging** with longevity and diversity.
3. **Create new mechanisms to strengthen momentum for change in the near term and for the future** with recognition and communication mechanisms that expand AAG's work, and a final evaluation of lessons learned through the Future Policy Forum and Culture Change Project with recommendations for future coordination and communication vehicles.

Purpose of the Impact Assessment Report

This report is the final deliverable of the Culture Change Project. It complements the evaluation reports for each deliverable. Details are given in Appendix 3.

The Impact Assessment Report brings together the overall impact of the project related to its outcome, *"Alberta stakeholders have increased understanding and capacity to implement cross-sectoral and strategic change initiatives"* (per AAG agreement with Alberta Health).

The specific data requested:

- Total number of stakeholders engaged & their affiliation
- Responses regarding value of engagement
- Scope and number of resources created
- Feedback survey on the Project's value and opportunities to develop as change champions for cross-sector transformation
- Key insights and policy/practice contributions to strategic change, including:
 - Lessons Learned from other jurisdictions for implementing cross-sectoral and strategic change
 - Recommendations for future mechanisms for sustainability and support.

Report Organization

The remainder of this report is organized as follows:

- **Section 4:** Context: Futures Policy Forum--Developing a Culture and Community for System Transformation
- **Section 5:** Scope of the AAG Change Initiative
- **Section 6:** Implementing the Impact Assessment
- **Section 5:** Lessons Learned and Recommendations
- **Appendices:**
 - Appendix 1: Development of the Futures Policy Forum
 - Appendix 2: Stakeholder Collaborative Committee Terms of Reference and Members and Partners Contributing to the Impact Assessment
 - Appendix 3: Detailed Report on the Deliverables
 - Appendix 4: Input from SCC Discussions on Lessons Learned and Opportunities for Further Work

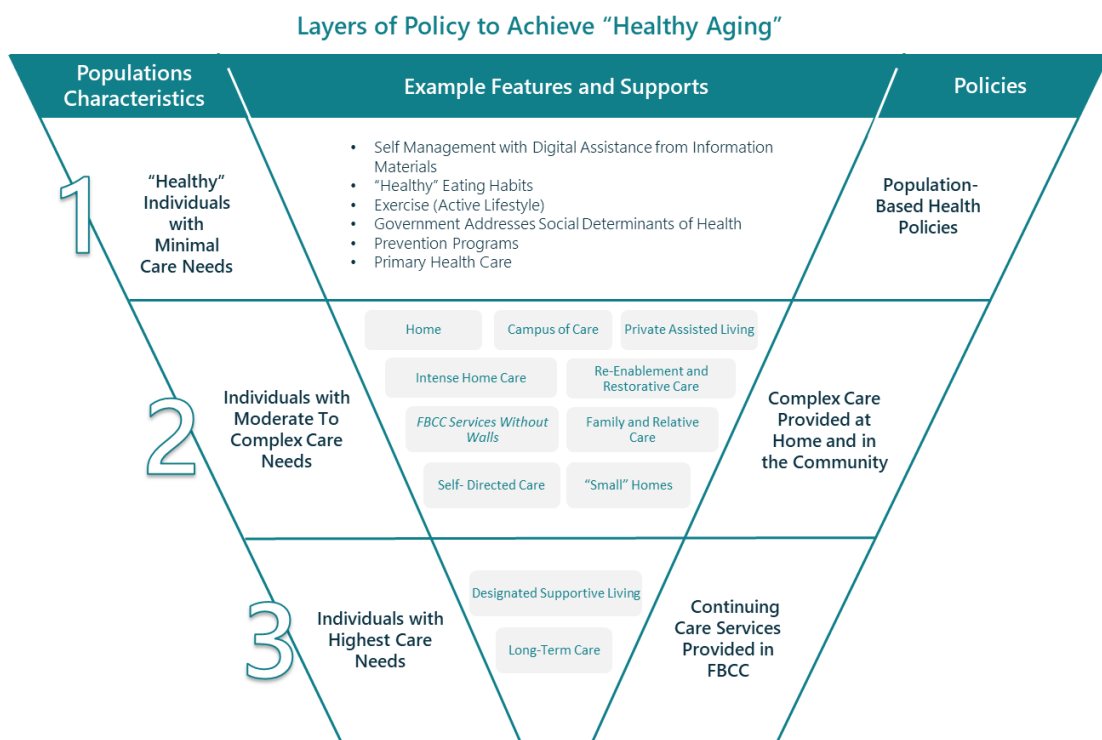
4 Context: Future Policy Forum—Developing a Culture and Community for System Transformation

The Catalyst for Action: MNP 2021 Report Vision for Healthy Aging

In 2021, the Facility-Based Continuing Care review completed by MNP for Alberta Health included the development of a Healthy Aging Vision for Alberta:

Albertans are supported to be healthy and active in their community, with an improved quality of life, and they are engaged, empowered, and enabled to live in inclusive communities with social connectedness and healthcare access.

This vision articulated the desired end-state for healthy aging in Alberta and guided the development of a policy structure proposed by MNP, as shown in the following schematic



The policy tiers for action focus on three areas that reflect the \$1B investment in Continuing Care announced by Alberta Health in 2022:

1. Enhancing prevention for healthy living
2. Improving and significantly expanding Community-Based services for living in community with increasing care needs
3. Refocusing & improving Facility-Based Care

The AAG along with its many stakeholders is involved in all three tiers to varying degrees consistent with the ongoing developments and initiatives in the health system.

Alberta Government: Directions for a Refocused Health System

In November 2023, the Alberta Government set out a new vision and structure for a refocused health system. The vision was articulated as:

A stronger system with the right care in the right place, integrating services provided by four organizational entities with an empowered workforce and increased local decision-making

The restructured health system consists of four organizational entities focused on innovation and service delivery with integration across the entities:

1. Primary Care Organization
2. Acute Care Organization
3. Continuing Care Organization
4. Mental Health and Addiction Organization

The intent of the refocused system is to provide:

- Timely access to a health care practitioner
- Shorter wait times for surgery and at the ER
- Consistent access to continuing care
- Expanded access to mental health and addiction treatment

Implications for AAG: A Natural and Unique Opportunity

Both above developments presented an opportunity for AAG that was viewed a natural and unique opportunity to advance the directions for change:

- The vision of advancing healthy aging aligns with policy directions for the future
- AAG's mission to be a catalyst for policy change underpins the need to act
- AAG is in a position to connect evidence and experiential insights across sectors and create the framework for action.

5 Scope of the AAG Change Initiative

Overarching Intent

The overarching intent of the FPF initiative was to:

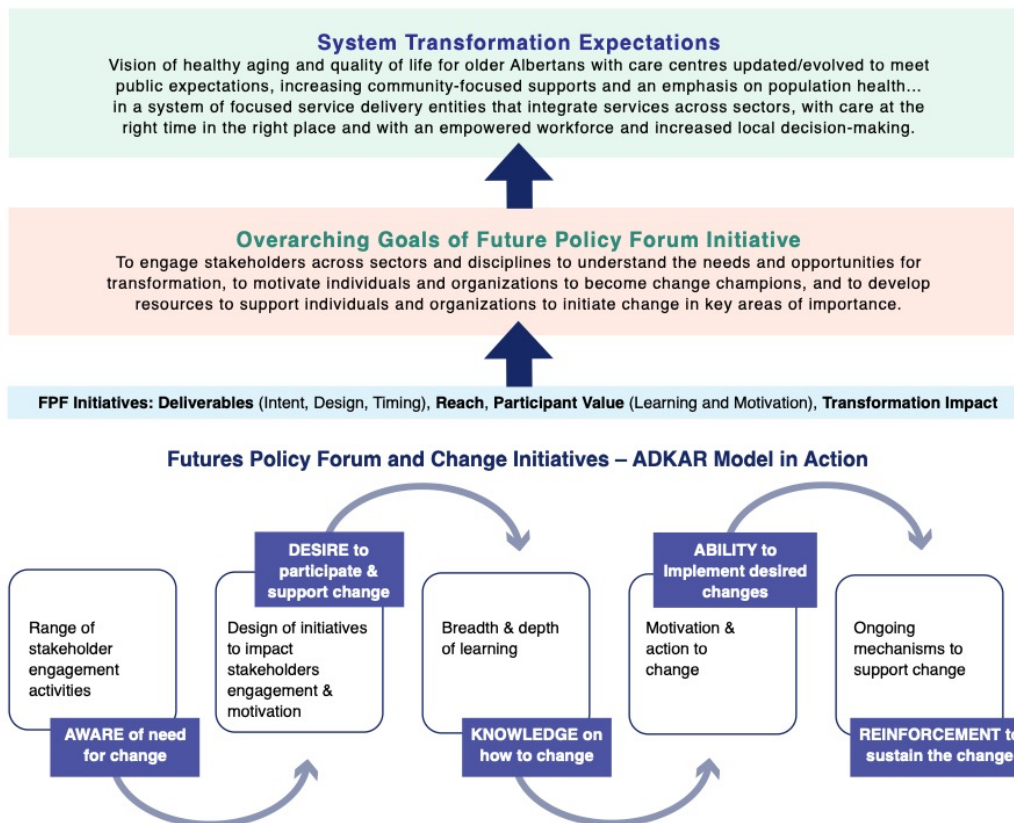
Develop a culture for change by engaging cross-sector leaders and representatives to become champions for change to advance the goals for system transformation

Appendix 1 provides an overview of expectations for the FPF that has guided AAG since January 2022.

The FPF Change Initiative became the major initiative of AAG’s Policy Committee with the initiative led by Vivien Lai (Past President and initiative leader up until her passing in Nov 2023) and Marlene Raasok (Board Member), in collaboration with previous AAG President Lynne Mansell, Sharon Anderson (current AAG President) and the Stakeholder Collaborative Committee, with regular updates to the AAG Board.

Reflections: The FPF Initiative and ADKAR Model of Change Management

The FPF overarching intent has been “*creating a culture and community for change in support of Alberta’s transformation agendas*”. Based on AAG’s review of frameworks for system-wide change, the ADKAR model of change management as shown in the following logic model schematic became an overarching framework for the FPF initiative.



The logic model demonstrates the foundation of ADKAR thinking in relation to the summary of results for the FPF Initiatives focused on advancing the over-arching goals of the Futures Policy Forum in support of System Transformation Expectations.

Future Policy Forum Initiative Launched

In January 2022, AAG launched an umbrella initiative, Futures Policy Forum, as a catalyst for developing a culture and community for change to advance recommendations in the MNP Report (April 2021). The work over the past two years has been a foundation for moving forward with new expectations for refocusing the health system which were announced November 2023 and are taking shape for 2024/25 and beyond.

Two major strategies. The FPF initiative had two major strategies:

1. Stakeholder Collaborative Committee

- **Purpose:** Engagement of cross-sector leaders and stakeholders to steward initiatives to advance the transformation agenda and in so doing, become champions for change
- **Membership:** intentional representation of the service providers across the sectors (continuing care centres, home care, housing, community-based services, health care), educators, researchers, older adults, organizations with population -focused interests (e.g., dementia, caregivers) Ministries of Health and Seniors and Social Services.
- **Meeting Process:**
 - **Meetings were held monthly** since February 2022 (except during July/August and months with conflicting priorities)
 - **Focus of meetings evolved** over this period as illustrated in Section 4
 - **Committee materials** were for members use
 - **Formal reports presented** to the Committee are posted on AAG’s website.

2. Range of Change Initiatives

Change initiatives were strategically sequenced to create understanding and build on synergies within and across new learning [Section 4]

a. Initial focus: Webinars (8) with sponsorship from donors to AAG for broad reach in enhancing stakeholder awareness and knowledge regarding key transformation topics—April 2022 to March 2023

b. Second focus: Culture Change Project with funding through a grant from Alberta Health to develop resources for community change (6 projects, December 2022 to March 2024)

4 Implementing the Impact Assessment

Sequencing of Futures Policy Forum Initiatives for Impact

The following tables show the major initiatives undertaken, their timelines, and scope of work.

INITIATIVE 1: STAKEHOLDER COLLABORATIVE COMMITTEE (SCC): Development of Cross-Sector Change Champions with 30-35 attendees per meeting: *Three Phases*

Awareness & Cross-Sector Learning	8 meetings	Jan - Dec 2022
Transformation Needs & Opportunities	9 meetings	Jan - Dec 2023
Cross-Sector Frameworks for Change	4 meetings	Jan - June 2024

WEBINARS. From April 2022 to March 2023, AAG implemented eight (8) webinars with sponsors, achieving broad stakeholder reach and to preparing for transformation. Learnings informed development of the Culture Change Project.

Webinar Topics and Dates	Extent of Participation
<ul style="list-style-type: none"> ▪ Eight free webinars from April 2022 to February 2023: <ul style="list-style-type: none"> ▪ April 2022: MNP & Continuing Care ▪ May 2022: Community-based Services ▪ Sept 2022: Measuring Culture Change ▪ Oct 2022: Transforming Community Care ▪ March 2023: Innovation in Community- Based Housing ▪ June 2022: Workforce ▪ Jan 2023: Family Caregiving ▪ Feb 2023: Optimizing Technology ▪ Materials posted on AAG website for each webinar ▪ Final Webinar Report; distributed to SCC members and ADMs ▪ Presentation at ACCA Conference October 2023 	<ul style="list-style-type: none"> ▪ Over 1,400 participants across the eight webinars ▪ 120 to 203 attendees per webinar ▪ 693 unique individuals

INITIATIVE 2: CULTURE CHANGE PROJECT: Development of Resources to Support Transformation

Focused Engagement and Action Planning Projects	
<ul style="list-style-type: none"> ▪ Workforce Think Tank: Strategies for Action ▪ Cross-Sector Community Development: Cross Mapping Healthy Aging Framework with Healthy Aging Alberta (HAA) 	<p>Dec 2022: Report</p> <p>Dec 2023 - 1 year: Progress Report, with demonstrated action across sectors</p> <p>Sept 2023: Project Report, with immediate focus sharing the report with stakeholders. Follow-up action planned for 2024/25-2025/26</p>
Thought Leadership for Healthy Aging	
<ul style="list-style-type: none"> ▪ Reimagining Aging for a Future of Longevity ▪ Embracing Diversity 	<p>Oct 2023: Summit with HAA: Reimagining Aging: Leading the Way for an Integrated Approach, with follow-up in Strategic Plan for Healthy Aging Alberta and sector-wide actions related to community development</p> <p>March 2024: Community Forum: Enhancing Individual Wellness in Diverse Communities: From Intention to Action, with follow-up actions in discussion with sector leaders</p>
Recognition & Communication in Support of System-wide Transformation	
<ul style="list-style-type: none"> ▪ Recognition Awards ▪ Communication Mechanisms 	<p>Sept - Dec 2023: Planning for Changemaker Awards for implementation June 2024.</p> <p>Jan-Mar 2024: AAG website redesign process and <i>News and Views</i>—Edition 1, June 2024</p>

Creating a Culture and Community for System Transformation

Using the ADKAR Model, the following tables provide a summary of the Futures Policy Forum Initiatives describing the deliverables, reach, value, and impact for system change. Details on the initiatives can be found in Appendix 3.

Initiative 1: Stakeholder Collaborative Committee: Development of Cross-Sector Change Champions

Deliverables

- **Phase 1: Jan 2022-Dec 2022:** *Building Awareness Among Change Leaders through Cross-Sector Learning and Launching the Webinars; mix of presentations and break out discussions.*
- **Phase 2: Jan 2023-Dec 23:** *Enhancing Awareness of Transformation Opportunities & Launching Culture Change Initiatives*
- **Phase 3: Jan 2024-May 2024:** *Enhancing Focus on Action for Provincial Transformation based on new learning, new capability, and ability to mobilize cross-sector change; Action Reports on Enablers for Change and Community-Focused/Development of Local Ecosystems; SCC member presentations plus full SCC discussion of change implications and opportunities*

Reach	Value	Impact for Transformation
<ul style="list-style-type: none"> ▪ 21 meetings ▪ Average meeting ranged from 30-40 persons 	High value: 1) Enabled cross-sectoral collaboration, networking and relationship building; 2) Stimulated relevant, in-depth, and diverse conversations and deliberations; 3) Provided for up-to-date information sharing; 4) Focused actions for promotion and facilitating change	<ul style="list-style-type: none"> ▪ Partner learning and evolution ▪ New collaborations ▪ AAG evolution

Initiative 2: Culture Change Project: Development of Resources to Support Transformation

Focused Engagement and Action Planning Projects: Workforce Think Tank: Strategies for Action

Deliverables

- **Think Tank: Enhancing Seniors' Services Workforce Think Tank: The Conditions of Work are the Conditions of Care & Service** (one day in Leduc Alberta on December 5, 2022)
- **December 2022 Think Tank Report** posted on the AAG website, including a logic model with four strategies for action and 24 recommendations made for change. **Followup Report December 2023**, is also on the website.

Reach	Value	Impact for Transformation
70 individuals	1) High satisfaction with the Think Tank experience, especially the cross-sectoral experience; 2) High intent to share results and take action	Follow-up at SCC: 1) Spring 2023: Cross-mapping of Workforce Think Tank to new Alberta Health Workforce strategy; 2) December 2023: One Year Action Summary; 3) January 2024: Overview of Technology Opportunities System Engagement: February 2024: Follow-up with new ADM Health Workforce

Focused Engagement and Action Planning Projects: Cross-Sector Community Collaboration with Healthy Aging Alberta

Deliverables

- **Cross-Sector Engagement Process** held
- **Report to SCC**, Sept 2023
- **Report sent to new ADM, Primary Health Care**, Jan 2024
- **Presentation at Healthy Aging Summit in Calgary**, Oct 2023
- **CORE Discussion Feb 2024**
- **Application discussion**, SCC, Feb 2024
- **Posted on AAG Web & CORE websites**

Reach	Value	Impact for Transformation
<ul style="list-style-type: none"> ▪ Input process: 24 unique individuals across sectors and individual sessions of 15-25 participants ▪ CORE general information session: 100 individuals 	<p>Participants in Project Development Process:</p> <ul style="list-style-type: none"> ▪ Satisfaction with involvement process ▪ Expressions of significant new learning 	<ul style="list-style-type: none"> ▪ AAG & HAA: mutual learning & high value placed on collaborative endeavor ▪ SCC: 1) High interest in Report (Sept 2023) and potential for use in community development activities, 2) High engagement in Feb-April 2024 discussions regarding strategies for cross-sector collaboration and community development in support of Alberta’s plan for restructuring the health system; 3) System application project with new graphic for community development

Thought Leadership for Healthy Aging: Reimagining Aging for a Future of Longevity

Deliverables

- **Thought Leadership for Healthy Aging in Future of Longevity**
- **Collaborative Initiative with Healthy Aging Alberta: “Reimagining Aging: Leading the Way for An Integrated Approach” Summit**, October 10-12, 2023
- **Web based resources** available to registrants by 6 weeks
- **Report posted** on AAG & CORE Websites, Feb 2024

Reach	Value	Impact for Transformation
<ul style="list-style-type: none"> ▪ Summit attendance: 626 people ▪ Engagement: 1) 28 open session & round table discussions; 2) 11 unique breakout sessions; 3) lived experience panels on Days One and Two 	<ul style="list-style-type: none"> ▪ HIGH satisfaction with the Summit: venue, organization, content/speakers ▪ HIGH expressions of new learning & intent to take learning back to their organizations 	<ul style="list-style-type: none"> ▪ AAG & HAA: mutual learning & high value placed on collaborative endeavor ▪ Range of learning for system change ▪ New relationships developed

Thought Leadership for Healthy Aging: Embracing Diversity

Deliverables

- **Thought Leadership for Healthy Aging within a Future of Diversity: Community Forum, “Enhancing Individual Wellbeing in Diverse Communities: From Intention to Action for Inclusive Living”,** March 2024
- **Video recording** on AAG Website & YouTube March 2024
- **Report to SCC,** May 2024

Reach	Value	Impact for Transformation
<p>Registration: 162 people</p> <p>Webinar Participants: 101 participants</p>	<ul style="list-style-type: none"> ▪ Moderate to high satisfaction with the Community Forum. ▪ Highest ratings for extent of new knowledge/information learned ▪ High rating of the relevance of topics (85%) ▪ Moderate rating for extent of overall new knowledge or information gained (58%) ▪ High rating for likelihood to share new knowledge or learning (79%) 	<ul style="list-style-type: none"> ▪ High interest and supports needed in several areas related to diversity in continuing care, community, education, and government sectors ▪ AAG: considerations for additional forums on diversity, including full day forum conducted in-person

Recognition and Communication in Support of System-Wide Transformation

Recognition Awards: encourage sustainability of transformation initiatives with formal recognition of exemplars

Deliverables

- **Cross Sector Task Group defined two new AAG innovation awards** in honour of Vivien Lai
- **Implementation as part of AAG’s awards cycle;** first awards to be given at the June 2024 AAG’s AGM

Reach	Value	Impact for Transformation
Six nominations	High value placed on the innovative nature and importance of the award with several recommendations made to refine and profile the award for future recognition	Increase the focus on and recognize individual and organizational innovation in all sectors caring for and serving older adults

Communication Mechanisms: create new focus on “News & Views” on AAG website to support ongoing momentum for change

Deliverables

- **AAG website redesigned** by June 2024 (after one year of work)
- **New “News & Views” Section** to be developed – first edition in June 2024
- **Notices posted on AAG website and sent to AAG members**

Reach	Value	Impact for Transformation
User analytics not available until new website is functional	Unable to assess at this time	Unable to assess at this time

5 Lessons Learned and Recommendations

Lessons Learned

At the April 2024 meeting, the SCC provided input related to the impact of the Culture Change project in four areas (details in Appendix 4):

1. The value of participating on the SCC to mobilize Alberta’s transformation plans
2. The value of the Workforce Think Tank and Cross Sector Mapping of the Healthy Aging Framework in mobilizing transformation policies and procedures
3. How the Healthy Aging Summit and Diversity Forum contributed to moving Alberta’s agenda forward
4. Response to the nominations for the Vivien Lai Change Maker Award and ways to strengthen opportunities to recognize exemplary practice at the frontline

Summary of Input by the SCC

Value of participating on the SCC to mobilize Alberta’s transformation plans	Value of the Workforce Think Tank and Cross Sector Mapping of Healthy Aging Framework in mobilizing transformation policies & Procedures	How Healthy Aging Summit and Diversity Forum contributed to Moving Alberta’s agenda forward	Nominations for Vivien Lai Change Maker Award and ways to strengthen opportunities to recognize exemplary practice at the frontline
THEMES	THEMES	THEMES	THEMES
<ul style="list-style-type: none"> ▪ Enabled cross-sectoral collaboration, networking, relationship building ▪ Stimulated relevant, in-depth and diverse conversations and deliberations ▪ Provided for up-to-date information sharing ▪ Focused actions for promoting and facilitating change 	<p>Workforce Think Tank</p> <ul style="list-style-type: none"> ▪ Broad cross-sectoral representation ▪ Engaging format ▪ Relevant and timely information ▪ Actions identified for change <p>Cross-Sector Mapping of Healthy Aging Framework</p> <ul style="list-style-type: none"> ▪ Demonstrated value of cross-sectoral work ▪ Reinforced importance of work in progress 	<p>Healthy Aging Summit</p> <ul style="list-style-type: none"> ▪ Reinforced the value of cross-sectoral work ▪ Community-focused content valued ▪ Actions identified for change <p>Diversity Community Forum</p> <ul style="list-style-type: none"> ▪ Reinforced diversity as an important, challenging & complex topic ▪ Reinforced importance of work in progress 	<ul style="list-style-type: none"> ▪ Unique new award focused on innovation ▪ Six recommendations made for refinements to the award criteria, application process and promotion strategies

Overall Conclusions and Lessons Learned: Toward a Goal of Creating a Community and Culture for Change

Overall Conclusions & Lessons Learned: Toward a Goal of Creating a Community and Culture for Change

- **Cross-Sector Engagement:** Unique and important
- **SCC:** Major value for information sharing on innovations/tips, etc.; supportive of organizational change initiatives
- **Change Initiatives:** Major value when focused on key topics with clear links to change strategies involving multiple sectors
- **Recognition of Change Makers:** Important; AAG to build on 2024 experience and beyond

Recommendations for Moving Forward

At the May 2024 meeting, the SCC provided input into recommendations for consideration when moving forward. Details on the summary of the SCC input and recommendations can be found in Appendix 4.

Summary of Input by the SCC

Primary focus: Advance Person-centred Community Ecosystems	Other Areas of Major Importance and Interest
<p>Areas of specific interest:</p> <ul style="list-style-type: none"> ▪ Development of strong and interconnected community ecosystems ▪ Community definitions (geography, population/identities, interests, and learning) ▪ Person-centred care: what it looks like in action, addressing barriers ▪ Practices and support for engagement (asset-based development) and understanding needs from perspectives of SDOH (social determinants of health) 	<p>Processes and mechanisms to optimize collaboration:</p> <ul style="list-style-type: none"> ▪ System integration within Health and with other Ministries with roles pertinent to the social determinants of health ▪ System and service navigation/ role of navigators/ health service brokers ▪ Common language/communication across the system ▪ Common metrics, outcome evaluations, and accountability mechanisms

Primary focus: Advance Person-centred Community Ecosystems	Other Areas of Major Importance and Interest
<ul style="list-style-type: none"> ▪ Integrating mechanisms across the ecosystem ▪ Information systems /outcome data across the ecosystem ▪ Continuum of care in the home/Living well in the community (creating community hubs, incorporating community programming in housing and continuing care facilities) 	<ul style="list-style-type: none"> ▪ Learning/ knowledge mobilization/ information sharing <p>Optimizing care and wellbeing:</p> <ul style="list-style-type: none"> ▪ Health human resources, enhancing retention, supply, and new models ▪ Dementia: inclusion of persons living with dementia & support for carers ▪ Mental health and addictions ▪ Social isolation (mental wellbeing/social prescribing) ▪ Quality of life at the point of care

Overall Conclusions and Recommendations for Moving Forward

Overall Conclusions

- ***Cross-sector dialogue and cooperative work is valued, acknowledging the importance of the breadth of representation and involvement of Ministry representatives in creating a trusting environment and energy for the transformation journey***
- ***The SCC has major value as a vehicle for cross-sector dialogue and supporting the momentum for change***
- ***Funding from Alberta Health made possible the range of initiatives and impacts from the first Culture Change Project***

Recommendations for Initial Priorities for Moving Forward

Priority 1: Advancing community ecosystems for integration of service delivery

AAG aims to seek approval of the carry-forward funding to complete the two-year project. A project description for this funding has been prepared.

Priority 2: Advancing the impact of Ministry transformation initiatives

The Health Ministry plans include a range of new initiatives. AAG and collaborators have ideas about ways to enhance the impact of these initiatives with system learning strategies (e.g., collaborative development and impact assessment of new service delivery models for small homes, marking progress symposia regarding workforce development initiatives, furthering dialogue related to opportunities and needs for system navigation, etc.)

Priority 3: Continuing to promote culture change for person-centred practice

With a growing and aging provincial population, the number of persons living with dementia will continue to increase; the diversity of neighborhoods and communities will also increase.

Systems and practices also need to shift to anchor what is done with an understanding of what people want and how to enhance individual and community assets for the desired future. This includes system navigation systems/supports and the evolution of metrics to assess change.

AAG is prepared to move forward with Futures Policy Forum 2024-2026 subject to additional project funding and planning for the best use of time and attention across many partners and initiatives. Alberta's vision for the future health system will be significantly advantaged by this work.

Appendices

Appendix 1: Development of the Futures Policy Forum

Alberta Association on Gerontology

Planning Steps for the Futures Policy Forums. November 2022 (Vivien Lai)

The Futures Policy Forum is planned for by AAG:

- To identify the important policy changes necessary to transform services for older adults in Alberta towards the vision of a culture of health aging and culture of quality of life for older adults
- To provide evidence and research findings relating to the transformative changes.
- To provide a forum for discussion on the advantages/disadvantages and options of proposed changes and methods for removing barriers for implementation.
- To advocate for the implementation of transformative changes and provide impetus and support for on-going dialogue and review.

The scope of this project is bigger than the Facility-based Review by MNP as all spectrum of seniors' services including institutional and community care, supportive housing, neighbourhood support and capacity, as well as caregivers support services are included.

Research has shown that in any transformative and cultural change of the system, many sectors of players are needed to support the system change.

- Government policy makers are needed to give direction for the change, provide legislative support, develop standards, and require public reporting.
- Care providers' CEOs leadership and support are needed to provide direction to the staff of care facilities and organizations and provide support for implementation.
- Clinical leadership from physician, nurses and other health professionals are needed to support and implement the cultural change.
- Educators are needed to schedule training sessions for the cultural change and adjust their existing educational curriculum to reflect these cultural changes.

However, the above is not sufficient. We need to create "a community of cultural change" consisting of champions and change agents that would advocate for the change. The intent of the AAG Futures Policy Forum is to create this "community of cultural of change" in Alberta.

The AAG Futures Policy Forum

AIM: to create a "community of cultural change".

The Futures Policy Forum aims at

- Creating "a community of cultural change", by explaining the reasons for the need to have a transformative cultural change in seniors' services in Alberta to a wider audience through virtual presentations and discussions,
- Involving citizens of Alberta, seniors, and experts to discuss the methods and benefits of the change, and

- Creating a supportive environment for continued impetus for the improvement of the system.

It is proposed that the Futures Policy Forum to consist of four formats for fostering the creation of a community of cultural change.

1. Webinars and virtual sessions that are foundational sessions explaining the needs for the cultural and transformative changes and its benefits.
2. Policy discussion and debate sessions discussing options for changes, methods for removal of barriers and featuring successful implementation examples from other jurisdictions.
3. Engagement Sessions, engaging seniors, and consumers of the system to discuss the features of changes of the system which they desire most.
4. Think Tanks Sessions engaging experts to discuss in-depth policy issues arising from the transformative changes.

It is proposed that these Forums take place monthly from March 2022 at the end of the month. It can take the place of in-person focus group meetings, virtual webinar presentations, or smaller Think Tank in-person/virtual meetings. The Forum sessions should be scheduled in development following the “change process” as identified in the change management literature:

- Understanding the change, confirming the change
- Developing the change features
- Discussing change options and benefits
- Developing Pilot Projects or Demonstration Projects for the change
- Developing policies and legislation for the change
- Evaluating the change
- Adjusting the change after evaluation and modifying the change

Appendix 2: Stakeholder Collaborative Committee Terms of Reference and Members and Partners Contributing to the Impact Assessment

AAG STAKEHOLDER COLLABORATIVE COMMITTEE (SCC) Terms of Reference

Mandate

To advise on implementation of the Futures Policy Forum Initiative and become champions of change. As part of the Futures Policy Forum Initiative, the SCC also advises on the Alberta Health grant-funded Culture Change Project implementation and follow-up activities.

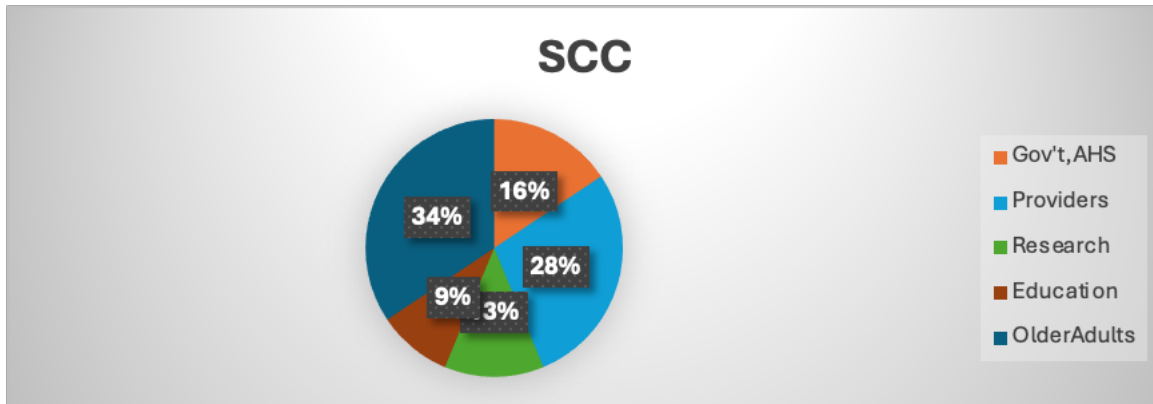
The Committee was launched January 2022 as part of AAG's strategic priority to advance a culture and community of change. The aim was to help achieve Alberta's vision for healthy aging and quality of life for older Albertans and support the transformation plan outlined in the MNP Report.

Priority Activities

- **Identify important policy changes** and topics that will contribute to transformative and cultural change to services for older adults in Alberta.
- **Provide suggestions on policies** and topics to be discussed by the Futures Policy Forum to achieve these transformative changes.
- **Suggest names of researchers, transformational thinkers, leaders, champions**, older adults and family caregivers who could be speakers and presenters to the Future Policy Forum and its initiatives.
- **Communicate the Futures Policy Forum events** to their contacts and interested members of the public.
- **Be change agents** advocating for these transformative changes and to provide continual impetus, support, and inspiration for these progressive actions.
- **Assess the impact** of the Futures Policy Forum in generating awareness and support for implementing a culture of healthy aging and care in Alberta and **provide advice regarding possible future events** that could achieve this goal.

Membership

Members are invited by AAG to bring together a cross -section of representatives including but not limited to: citizens/older adults (Imagine Citizens Network, Alberta Council on Aging, Alzheimer's Association of Alberta, Alzheimer's Society of Calgary, Caregivers Alberta, AAG Board members), service provider associations/leaders (ACCA, CHAA, ASHCA, HAA), service providers representing continuing care and community-based services, educators representing schools of nursing (UofA) and HCA/LPN (Bow Valley College and Norquest College, and Makami College) and researchers, Alberta Health Services, and policy leaders from Alberta Health and Alberta Seniors and Community and Social Services.



Committee Process

The SCC was co-chaired by Vivian Lai, Lead for the Futures Policy Forum Initiative, and Marlene Raasok, Vice Chair and Project Manager, Futures Policy Forum Initiative. Since Vivien Lai's passing November 2023, the SCC has been chaired by M. Raasok

Virtual meetings have been facilitated by Bruce West, AAG member.

Meeting notes have been prepared and circulated by Grace Maier, AAG member and circulated to all members.

Committee meetings have evolved in focus over the two years:

Phase 1-January 2022 -December 2022: Cross-Sector learning and input for the webinars which took place April 2022-March 2023 and identification of the scope of the Culture Change Project which took place Sept 2022 to March 2024.

Phase 2-January 2023 -December 2023: Transformation Needs & Opportunities with review of key reports and reflection on change initiatives and recommendations for action.

Phase 3-January 2024-May 2024: Exploration of Cross-Sector Priorities for change, including an assessment of lessons learned on the impact of the Culture Change Project, and recommendations for future coordination and development initiatives (report due May/June 2024).

Members and Partners Contributing to the Impact Assessment: April and May 2024

The following individuals (alphabetical order) and organizations participated in the SCC meetings held April and May 2024.

Ali Shivji	Optimal Living
Ambere Porter	Alzheimer Society of Alberta and Northwest Territories
Barb Ferguson	Alzheimer's Calgary
Barb Kathol	Carewest, Alberta Health Services
Beth Mansell	Healthy Aging Alberta, Calgary United Way
Bruce West	Citizen at Large, Formerly with Continuing Care, Alberta Health
Candice Christenson	Good Samaritan Society
Catarina Versaevel	Alberta Association on Gerontology
Christine McWilliam	Alzheimer Society of Alberta and Northwest Territories
Darrel Gregory	Caregivers Alberta
David Moore	Continuing Care Organization, Alberta Health
Denise Milne	Alberta Continuing Care Association
Ernsline Akinyode	Makami College
Grace Maier	Alberta Association on Gerontology
Helen Lightfoot	CPCLW, Alberta Health Services
Isabel Henderson	Integrated care, Alberta Health Services
Janet Yorke	Bow Valley College
Jeannette Leafloor	Alberta Seniors and Community Housing Association
Jennifer Mah	NorQuest College
Jennifer Olson	Covenant Health
Judy Birdsell	Imagine Citizens
Karen McDonald	Sage Seniors Association
Kathleen Hunter	University of Alberta
Kelly Baskerville	Alberta Gerontological Nursing Association
Leah Lechelt	Christian Health Association of Alberta
Leslie Morgenstern	Alberta Council on Aging
Lynne Mansell	Alberta Association on Gerontology
Mariam Elghahuagi	Healthy Aging Alberta, Calgary United Way
Marilyn Willison-Leach	Citizen at Large, Formerly with AgeCare
Marlene Raasok	Alberta Association on Gerontology
Milena Asgheda	Alzheimer's Calgary
Ralph Hubele	Health and Housing Initiatives, Alberta Health

Renate Sainsbury	Citizen at Large, Formerly with Lifestyle Options Retirement Communities
Richard Lewanczuk	Integrated Care, Alberta Health Services
Robyn Morris	Optima Living
Sharon Anderson	Alberta Association on Gerontology
Sheila Hallett	Edmonton Seniors Coordinating Council
Thuy Pade	Primary Care Organization, Alberta Health
Yinfei Duan	University of Alberta

Appendix 3: Detailed Report on Deliverables

Initiative 1: Stakeholder Collaborative Committee: Development of Cross-Sector Change Champions

DESCRIPTION: The SCC was established as the “brain trust” for the FPF with the goal of developing cross-sector champions for change. See Appendix 1.

SCC Processes: Meetings chaired by Vivien Lai (Jan 2022 to Nov 2023), Marlene Raasok (Dec to May 2024). Minutes and PowerPoints were provided for member use.

DELIVERABLES

Phase 1: Jan 2022-Dec 2022 (8 meetings): *Building Awareness Among Change Leaders through Cross-Sector Learning and Launching the Webinars; mix of presentations and break out discussions.*

1. Discussions about implications for developing a culture of system change—what it will take in April and May
2. Developing agendas for webinars & priorities for resource development (proposal for Culture Change Project)
3. Learning each other’s roles: Nov Leaders Round Table; high SCC member involvement at Dec 2022 Workforce Think Tank

Phase 2: Jan 2023-Dec 23 (9 meetings): *Enhancing Awareness of Transformation Opportunities & Launching Culture Change Initiatives*

- Updated Terms of Reference with streamlined attendance; mix of presentations and break out discussions
- Reflecting on the impact of webinars: Final Webinar Report May 2023: Priorities for follow-up on system-wide action: Workforce (Report Jan 2023), Caregiver Strategies (Report March); Technology (Report April)
- Focus on community development with HAF report (Sept)

Phase 3: Jan 2024-May 2024 (4 meetings): *Enhancing Focus on Action for Provincial Transformation based on new learning, new capability, and ability to mobilize cross-sector change; Action Reports on Enablers for Change and Community-Focused/Development of Local Ecosystems; SCC member presentations plus full SCC discussion of change implications and opportunities*

1. Enablers of Change

- **One-Year Workforce Update** (on Web Feb 2024) with profile with AAG Event with ADM Health Workforce February 28, 2024
- **Technology Innovation Opportunity:** Return on Investment Opportunities and Reprioritizing to Enhance Workforce Effectiveness>>Document for partner use; Follow-Up Action Plan April 2024

2. Framework for Community Development (Feb-May): Targeted Deliverable: Strategy Document and resources (e.g., Deloitte) for partner use and system advocacy

REACH

Average Meeting attendance: 40 persons (Phase I) and 30 persons (Phases 2 & 3)

Consistent attendance/representation from:

- Alberta Health
- Associations (ACCA, ASCHA, CHCA, HAA, Caregivers Alberta)
- Cross-sector Service Care providers: Educators, Older Adults Reps (Alberta Association of Aging, Alzheimer’s Assoc, members at large)

VALUE

At the April SCC meeting, attendees discussed in small breakout groups: **What has been the value to you/your organization of participating on SCC to mobilize Alberta’s transformation plans?**

Attendees expressed HIGH value for the SCC with four major themes emerging:

1. Enabled cross-sectoral collaboration, networking and relationship building
2. Stimulated relevant, in-depth, and diverse conversations and deliberations
3. Provided for up-to-date information sharing
4. Focused actions for promotion and facilitating change

Conclusion: cross-sector engagement of the SCC was unique and important

IMPACT FOR TRANSFORMATION

- **Partner learning and evolution**
- **New collaborations:**
 - AAG & ACCA (conference participation Oct 2022; Oct 2023)
 - AAG & HAA (HAF Project June/Sept 23; Summit Oct 2023)
 - AAG & AI (Technology Innovation-Inventures 2023) AAG & ACCA & AI (Technology Innovation Initiative—2024)
 - **AAG evolution:** potential for new logo “Connecting Cross-Sector Change Makers, new capabilities and re-energized strategic plan.

Initiative 2: Culture Change Project: Development of Resources to Support Transformation

FOCUSED ENGAGEMENT AND ACTION PLANNING PROJECTS Workforce Think Tank: Strategies for Action

Intent: to build on Webinar #3 with **focused cross-sector engagement** to develop strategies for system-wide action.

DELIVERABLES

Think Tank: Enhancing Seniors' Services Workforce Think Tank: The Conditions of Work are the Conditions of Care & Service (one day)

- Cross-sector stakeholder engagement to identify needs and recommendations for change

December 2023 Report posted on the AAG website, including a logic model with four strategies for action:

1. Retain employees, sufficient staffing & funding for success, to increase viability & value of seniors 'serving workplaces
2. Develop work environments with empowered employees & teams with flexibility in service delivery.
3. Ensure/Evolve Workforce Supply, with innovation in recruiting & partnerships for robust education programs.
4. Implement new macro human resource management practices for the changing workforce, to optimize cross- sector viability & long-term sustainability

Twenty-four (24) recommendations made for change.

Dissemination Strategy

Report sent to SCC members and ADMs at Alberta Health

REACH

Seventy individuals involved in think tank—first time with:

- Service Providers across sectors (cont. care, home care, housing, community-based services)
- Educators
- Ministries—AH & ASCS
- Researchers

VALUE (as reported by participants)

- High satisfaction with the Think Tank experience, especially the cross-sectoral experience
- High intent to share results and take action

Impact for TRANSFORMATION

Follow-up at SCC

- **Spring 2023: Cross-mapping of Workforce Think Tank to new Alberta Health Workforce strategy.** For additional information... The Alberta Continuing Care Working Group set up in late 2023/24 is using the Alberta Health Framework, cross-referenced to the Workforce Think Tank
- **December 2023: One Year Action Summary** with input from all original participants. ALL major recommendations are being actioned/on plan for change. One Year Action Report prepared and posted on AAG website
- **January 2024: Overview of Technology Opportunities** to enhance workforce (input into priority for tech innovation strategy)

AAG System Engagement

February 2024: Follow-up with new ADM Health Workforce about above reports and an engagement evening with 45 stakeholders.

FOCUSED ENGAGEMENT AND ACTION PLANNING PROJECTS Cross-Sector Community Development

Purpose: cross-sector engagement to map cross- sector application of HAA's Healthy Aging Framework (HAF)

Implementation: May/June 2023 and September 2023

DELIVERABLES

Cross-Sector Engagement Process to identify opportunities to apply HAA's Healthy Aging Framework for community service integration across community-based, housing, continuing care, and health sectors.

Report developed with:

- Shared Mental Model for a Community-Focused Ecosystem
- Call to Action Priorities: five areas for change:
 - Build Common Language Within & Across Sectors
 - Identify, Integrate & Connect Aligned Resources Across Sectors
 - Draw on Ecosystem & HAF to develop shared intentions & impacts
 - Improve navigation/assessment tools for older adults, caregivers & providers
 - Advocate to remove barriers & evolve policy & system design

Dissemination Strategy

- Report to SCC, Sept 2023; sent to new ADM Primary Health Care, Jan 2024
- Presentation at SUMMIT, Oct 2023
- CORE Discussion Feb 2024 & application discussion at SCC in Feb 2024
- Posted on AAG Web & CORE website

REACH

Conducted 5-step input process with 24 unique individuals from across sectors, with individual sessions of 15-25 participants

Project Engagement Activities:

- ZOOM input
- In Person Application Workshop
- ZOOM Reflections Session
- Key Informant interviews

CORE General Information Session: 100 individuals

VALUE

- Participants in Project Development Process: Satisfaction with involvement process
- Expressions of significant new learning

IMPACT FOR TRANSFORMATION

AAG & HAA: mutual learning & high value placed on collaborative endeavor

SCC:

- **High interest in Report** (Sept 2023) and potential for use in community development activities
- **High engagement** in Feb-April 2024 discussions regarding strategies for cross-sector collaboration and community development in support of Alberta's plan for restructuring the health system
- **System application project with new graphic for community development**, with update on AAG website, June 2024

THOUGHT LEADERSHIP FOR HEALTHY AGING Reimagining Aging for a Future of Longevity

Purpose: provide a broad reach to engage individuals across all sectors to see and prepare for the future of healthy aging with futures of longevity and diversity.

DELIVERABLES

Thought Leadership for Healthy Aging in Future of Longevity:

Evolved to a Collaborative Initiative with Healthy Aging Alberta: "Reimagining Aging: Leading the Way for An Integrated Approach" Summit, October 10-12, 2023

- 45 different speakers, provincial, national & international
- Hybrid with onsite & virtual to increase reach (with funds from ASCS & donors)

Dissemination Strategy

- Web based resources available to registrants by 6 weeks
- Report posted on AAG & CORE Websites, Feb 2024

REACH

SUMMIT Attendance: 626 people

- On site: 390
- Virtual: 236

Representation from all sectors: community-based services sector, housing, continuing care, health, municipal & provincial government. Special attention was given to persons needing financial support to attend.

Engagement:

- 28 Open Sessions & Round Table Conversations

- 11 Unique Breakout Sessions
- Lived Experience Panels on Days One & Two

VALUE

- **HIGH satisfaction** with the Summit: venue, organization, content/speakers
- **HIGH expressions** of new learning & intent to take learning back to their organizations

Impact for TRANSFORMATION

- **AAG & HAA: mutual learning & high value** placed on collaborative endeavor
- **Range of learning** for system change
- **New relationships** developed

THOUGHT LEADERSHIP FOR HEALTHY AGING Embracing Diversity

Purpose: provide a broad reach to engage individuals across all sectors to see and prepare for the future of healthy aging with futures of longevity and diversity.

DELIVERABLES

Thought Leadership for Healthy Aging within a Future of Diversity: Community Forum, “Enhancing Individual Wellbeing in Diverse Communities: From Intention to Action for Inclusive Living”, March 2024

- Webinar via ZOOM
- 5 speakers/exemplars from across the province; 3 testimonials from lived experiences; 2 cohosts, recognized champions for change.

Dissemination Strategy

- Video recording on AAG Website & YouTube March 2024
- Report to SCC (May 2024)

REACH

Registration: 162 people

Webinar Participants: 101 participants

Representation from many sectors: continuing care home providers, community services providers (home care, ambulatory care, mental health), community-based organizations, educators, faith-based organizations, government services, advocacy organizations, and acute care. Specific organizations/individuals identified, included Age Friendly Calgary, Alberta Council on Aging, Office of the Alberta Health Advocates, Focus on Seniors Calgary, Covenant Health, University of Calgary, Health Quality Council of Alberta, Community Development, Forensic Psychiatry, Good Samaritan’s Society, Supported Services provider, retiree, and student.

VALUE

- **Moderate to high satisfaction** with the Community Forum. Drawbacks were number of speakers for length of time available, presentation style and inability to ask questions.
- **Highest ratings for extent of new knowledge/information learned from each session:**

- Building Bridges: Cultivating an Inclusive Environment for Clients and Employees
- Culturally Sensitive Programming: Making a Difference in Continuing Care
- Moving Forward Together: Reconciliation and Opportunities in Continuing Care for Meaningful Living and Working
- Preparing Employees for Culturally Sensitive Practice and Community Integration
- Experience as a member of a Queer Community and Experience as a Family Caregiver
- **High rating of the relevance of topics: 85%**
- **Moderate rating for extent of overall new knowledge or information gained: 58%**
- **High rating for likelihood to share new knowledge or learning: 79%**

IMPACT FOR TRANSFORMATION

High interest and supports needed in several areas related to diversity in continuing care, community, education, and government sectors including:

Highest rated support needs:

- Development of inclusive policies and procedures
- Leadership commitment and championing of DEI
- Mentorship and sponsorship programs to support professions' development and advancement of underrepresented groups in organizations and communities

Second highest rated support needs:

- More information on development of formal relationships with First Nations or other culturally diverse groups
- Development of inclusive policies and procedures within all orders of government, unions, professional organizations, etc.
- Comprehensive education and training programs on EDI (DEI) topics

Third highest rated support needs:

- **Employee Resource Groups** that provide a supportive community for individuals from diverse backgrounds
- Leadership commitment and championing of EDI (DEI) by all orders of government, unions, professional organizations, etc.

AAG: considerations for additional forums on diversity, including full day forum conducted in-person, including the following feedback:

- **Continue education, increasing the number, topics and audience reach**
- **Promote and provide for more open conversations, discussions, and action**
- **Consider other initiatives** such as Continuing Care Standard with a requirement for DEI policies, an advisory group on DEI, etc.
- **Foster respect for one another**

Recognition & Communication in Support of System-Wide Transformation

Purpose: enhance recognition and communication in support of systemwide transformation

DELIVERABLES

RECOGNITION AWARDS: encourage sustainability of transformation initiatives with formal recognition of exemplars

Cross Sector Task Group to define AAG awards that would be unique among other systems awards to recognize transformation initiatives, resulting in the creation of the Vivian Lai Change Maker Awards – 2 non-cash awards to recognize service/front-line leadership for:

- **Award 1: Service Delivery Innovation:** Implementing Culture Change for Person-centered practice or delivery
- **Award 2: Community Focused Engagement and Service Development:** Focus on people in communities or embracing cross- sectoral actions to integrate community systems & services.

The award naming recognizes and honours Vivien Lai as a champion for continuing care who died November 2023

Implementation of AAG's awards cycle 2024: First awards to be given in June 2024 at AAG's Annual General Meeting

COMMUNICATION MECHANISMS: create new focus on “News & Views” to support ongoing momentum for change

- **AAG website redesigned** by March 2024
- **New “News & Views” Section** developed: initial use will be in May to profile AAG's Networking dinners with ADMs on Alberta's Restructuring Plans
- **Culture Change events** have been regularly communicated on the existing website and in the AAG magazine

Dissemination Strategy

Notices posted on AAG website and sent to AAG members

REACH

User analytic data will be available once the new website is operational

VALUE

Unable to assess the value at this time

IMPACT FOR TRANSFORMATION

Unable to assess the impact at this time

Value-Added to Support Transformation: Webinars

DESCRIPTION: AAG/Donor-Sponsored Webinars

(Delivered by AAG with sponsors as part of the Futures Policy Forum, prior to the start of the Culture Change Project)

Two purposes:

1. Engage broadly to inform stakeholders across province about the transformation agenda and opportunities for change and
2. Get input regarding priorities for change

Each webinar resulted in a report and video-taped materials posted on the AAG Web

A Summary Webinar Report was provided to the SCC, ADMs, and posted on the AAG website

DELIVERABLES (PRODUCTS AND DISSEMINATION STRATEGIES)

Eight free webinars with three areas of focus:

1. **Create awareness of Foundations for Transformation for Change: two webinars:**
 - April 2022: MNP & Continuing Care
 - May 2022: Community-based Services
2. **Explore transformation opportunities: three webinars**
 - Sept 2022: Measuring Culture Change
 - Oct 2022: Transforming Community Care
 - March 2023: Innovation in Community- Based Housing
3. **Explore needs and strategies to support change: four webinars**
 - June 2022: Workforce
 - Jan 2023: Family Caregiving
 - Feb 2023: Optimizing Technology

Dissemination Strategies

- Materials on AAG website for each webinar
- Final Webinar Report; distributed to SCC members and ADMs
- Presentation at ACCA Conference October 2023 with input from webinars relevant to Panel addressing Innovation in Continuing Care

REACH

Broad Reach:

- Over 1,400 participants across the eight webinars
- 120 to 203 attendees per webinar
 - 693 different individuals: across the province, and across affiliations from all sectors and professions

VALUE

Participant Value:

- High satisfaction with content, especially with presentations by the Ministries about plans for change and speakers that brought experience beyond the province
- Expressions of interest and optimism about the potential to move forward in new ways
- High intention to share information with colleagues

IMPACT FOR TRANSFORMATION

Participant input about priorities for change informed recommendations for actions for each report and in the Summary Report, with examples of follow-up below:

1. Informed Culture Change Project Deliverables

- Workforce think tank
- Cross-sector mapping of Healthy Aging Framework
- Thought Leadership initiatives

2. Informing Strategic Development of Change Initiatives by/with Partners re Enablers for Change

- Caregiver Strategy for Alberta (by U of A): Report April 2024
- Technology Innovation Strategy (AAG, ACCA, AI): Discussion January, report April 2024

Appendix 4: Input from SCC on Lessons Learned and Opportunities for Further Work

Impact of the Culture Change Project

At the April 2024 meeting, the SCC provided input related to the impact of the Culture Change project in four areas:

1. The value of participating on the SCC to mobilize Alberta’s transformation plans
2. The value of the Workforce Think Tank and Cross Sector Mapping of the Healthy Aging Framework in mobilizing transformation policies and procedures
3. How the Healthy Aging Summit and Diversity Forum contributed to moving Alberta’s agenda forward
4. Response to the nominations for the Vivien Lai Change Maker Award and ways to strengthen opportunities to recognize exemplary practice at the frontline

Summary of Input from the SCC

1. The value of participating on the SCC to mobilize Alberta’s transformation plans:

Conclusion: HIGH VALUE

Enabled cross-sectoral collaboration, networking, relationship building	Stimulated relevant, in-depth, and diverse conversations & deliberations	Provided for up-to-date information sharing	Focused actions for promoting and facilitating change
<ul style="list-style-type: none"> ▪ Breadth, depth & number of voices per org representatives and experts across the system, including seniors ▪ Open, respectful, transparent communication, and trust building ▪ Provided example of how to work together with and between Ministries and others 	<ul style="list-style-type: none"> ▪ System issues and upcoming service changes ▪ Exposure to wide range of perspectives and insights ▪ Providing input and feedback into proposed system changes 	<ul style="list-style-type: none"> ▪ Facilitated reports/information sharing with board, regional meetings, and members to aid in decision-making ▪ Learning what’s happening across sectors ▪ Provision of information with ease of linking to the resources 	<ul style="list-style-type: none"> ▪ Strategic visioning and networking for member educational events ▪ Engaging in advocacy ▪ Providing ongoing learning, synergies and providing motivation to move forward, be more externally focused ▪ Followup action/pickup by Association leaders to the Diversity Forum ▪ Instilling optimism, hope, collective vision/possibilities

2. The value of the Workforce Think Tank and Cross Sector Mapping of the Healthy Aging Framework in mobilizing transformation policies and procedures: **Conclusion: HIGH VALUE**

Workforce Think Tank Themes

Broad cross-sectoral representation	Engaging Format	Relevant and timely content	Actions identified for change
<ul style="list-style-type: none"> Engaged multiple parties Strengthened networks Drew more multisectoral attention to concerns that were already identified by other sectors, e.g., AGNA Cross-sector-attention to system priorities Educators' involvement 	<ul style="list-style-type: none"> In-person meeting Full day format allowing for in-depth and relevant conversations Use of panels Questions posed during group discussions 	<ul style="list-style-type: none"> Provided a 'spark' in addressing workforce challenges in the whole system Frontline viewed as important Workforce planning seen as mainstream topic in community and continuing care Important insights, consistent problems across sectors Information on developments across AB, both similarities and differences 	<ul style="list-style-type: none"> Information can be used to influence and affect change Important role of leadership Carry forward actions Advocacy within organizations Instilled motivation for change One year status report seen as good example of tracking progress

Cross Sector Mapping of Healthy Aging Framework Themes

Demonstrated value of cross-sectoral work	Reinforced importance of work in progress
<ul style="list-style-type: none"> Reinforced necessity for cross-sectoral work Helps deal with complaints received by the Health Advocate Collective impact of the cross-sectoral reinvigorating for the continuing care sector Transparency and working together more important than ever 	<ul style="list-style-type: none"> Instilled confidence that AAG is moving transformative changes forward Instilled hope that things are changing Recognition of the importance of Social Determinants of Health

3. How the Healthy Aging Summit and Diversity Forum contributed to moving Alberta’s agenda forward: Conclusion: Indications of early meaningful contributions

Healthy Aging Summit Themes

Reinforced value of cross-sectoral work	Valued community-focused content	Stimulated potential positive outcomes
<ul style="list-style-type: none"> ▪ Diversity of participants ▪ Participants from other provinces ▪ Visibility and potential of collaborative work to move needs and strategies forward ▪ Achievements in one sector can influence others ▪ Illustrated more than one sector working in this area ▪ Increased awareness of collaboration and progress ▪ Hybrid event 	<ul style="list-style-type: none"> ▪ Diverse topics addressing values/beliefs, strategies/promising practices for change across AB and beyond ▪ Brief report...useful for sharing 	<ul style="list-style-type: none"> ▪ Initiated presentations to Calgary Medical School on Ageism in Medicine... keeping people out of hospital, giving them best possible care ▪ “Eye-opener” for those involved in clinically focused conferences... community seniors will be better considered in planning and teaching going forward ▪ Suggested new role for government... “creating the market for solutions” (Ministry attendance, new grants for quality-of-life initiatives) ▪ Instilled hope and optimism for many

Diversity Forum Themes

Reinforced important, challenging & complex topic	More time needed to address diversity
<ul style="list-style-type: none"> ▪ Challenging but topic discussed well ▪ Reinforced attention needed on diversity ▪ Complex... will take time to change culture ▪ Puts on pressure to help achieve optimum outcomes, incorporating elements of diversity and inclusion 	<ul style="list-style-type: none"> ▪ Difficult to address this large topic in short time ▪ Diversity Report will be valued as an organizational resource

4. Response to the nominations for the Vivien Lai Change Maker Award and ways to strengthen opportunities to recognize exemplary practice at the frontline:

Conclusion: limited response but award focus on innovation valued. Further refinements needed to award criteria, application, and promotion strategies

New Award Challenges	Recommendations
<ul style="list-style-type: none"> ▪ Lack of awareness about the award ▪ Considerable lead time required to establish new awards, exacerbated by plethora of existing awards at organizational and provincial levels ▪ Leaders overwhelmed with major changes in progress... applications were not encouraged ▪ Perception that awards are for care staff, not housing or support initiatives 	<ul style="list-style-type: none"> ▪ AAG continue to offer these awards...unique focus on innovation ▪ Clarify the award criteria, who can be nominated, e.g., persons in Primary Care Networks ▪ Simplify the nomination form & process ▪ More marketing/promotion with examples ▪ Promote opportunity as soon as awards are announced ▪ Promote awards at the organizational level ▪ Profile how award impacts people at the organizational level ▪ Showcase the winners, the contributions they have made, & impact on their organizations

Overall Conclusions and Lessons Learned: Toward a Goal of Creating a Community and Culture for Change

1. Cross-Sector Engagement: Unique and important

The cross-sector engagement through the SCC in each initiative was unique in scope and important to mobilize change with learning and respect for each other.

2. SCC: Major value for information sharing on innovations/tips, etc.; supportive of organizational change initiatives

The SCC has major value for information sharing on innovation opportunities and strategies and was very supportive of organizational change initiatives.

3. Change Initiatives: Major value when focused on key topics with clear links to change strategies involving multiple sectors

The Change Initiatives were of major value when focused on key topics (like workforce, community ecosystem development) where there were clear links to change strategies involving multiple sectors. Change strategies focused on broad stakeholder engagement are helpful for information sharing and networking.

4. Recognition of Change Makers: Important; AAG to build on 2024 experience and beyond

Recognition of changemakers is important and AAG was encouraged to develop these further in 2024.

Recommendations for Moving Forward

At the May 2024 meeting, the Stakeholder Collaborative Committee provided further input on recommendations for moving forward.

Four questions were posed to develop three areas of potential strategy going forward.

Summary of Input from the SCC

Strategy 1: Continue to create opportunities for cross-sector engagement, learning & reflection to mobilize transformation thinking and practice change

(Examples: SCC dialogue, webinars, events, communication (News & Views, AAG mag), change maker recognition)

SCC Question Posed: *What topics should we focus on for information, learning and discussion?*

Summary of SCC Responses

1. Continue learning:

- Profile client/resident/family stories (testimonials, videos) of success, collate to share
- Include “microlearning” sessions, two-minute vignettes about people’s stories, archive for sharing

2. New & Flexible Service Delivery Models:

- **Role of Nurse Practitioner** (consider a rep from the regulatory College)
- **New flexibility under the Continuing Care Act**
- Embedding nurses in communities and primary care
- Primary care models across the system
- **Flexible funding models** that follow on the heels of collaboration when determining what is the best for a client/resident.

3. System Design Barriers to Effective Teamwork and Person-Centered Care

- **Person-centred care**, including staffing and funding models and decision-making. Current model still based on acute care, with no progress after many years of discussing this.

4. Workforce/Health Human Resources: delve deeper into the challenges and solutions:

- New models for HCA Education: e.g., CHAA & others
- General recruitment & retention challenges
- Use of Nursing Retention Tool Kit
- Rural recruitment initiatives: e.g., Vulcan and RPAP
- How to manage and support labour force, roles & responsibilities and seeking tangible results that can be shared with each member, especially small organizations.

5. System Navigation:

- **Awareness of improvements underway** and developments across the system and why--continued work is essential! E.g., with 211, 811
- **Update on ABC Initiative**; results from the Dementia Network—New Mapping Project
- **Navigation requires speaking in the same language** to move people through the system. Information is also needed about finding information on care and support services and options.

7. **Continuum of Care in the Home/For living Well in the Community**
 - **Home Care—evolving models:** what they support; what they don't for living well in community; new hospital to home initiatives from AHS; new system for client-directed home care; linkages with Social Prescribing
 - **Address social isolation/mental wellbeing/social prescribing.** Workers are seeing more and more complex situations involving seniors.
 - **Ensuring focus on quality of life:** Paying attention to system transformation at the point of care, ensuring focus on quality of life while major systemic change happens around us.
8. **Metrics are important.**
9. **Need metrics to understand the impact and how to identify success** considering the linkages between all the sectors, including the impact of social indicators, e.g., housing providers evicting people. Could waitlists be established?
10. **Difficulty understanding the system shifting into four pillars [four agencies] and how everyone will work together.** E.g., ESCC getting dollars for social prescribing and in another part of the system, social workers are being let go in some geriatric situations. Hard to understand the impact of the changes without some indicators.
11. **Communication and continued collaboration need attention.** Continuing Care is part of the continuum into community, not just facility based.
 - **Common CC name and overall language needs to be correct for better communication,** includes community continuing care, impacts of other Ministries, links into all levels and types of collaboration – e.g., long term care and supports cross ministries and need to be defined.
 - **Collaboration and preventing the development of silos,** understanding the system is a continuum but also need to break things down, but how do we do it? Webinars are helpful but how to sustain webinars and conversations given turnover in organizations? Need clarity about who to collaborate with?
 - Integration Council needs clarity
12. **Focus on diversity, equality, and inclusion:**
 - **Dementia care** including integration of ethno-cultural practices, stigma reduction and fostering dementia-inclusive communities
 - **Promising practices to implement equity, diversity, inclusion in various settings,** e.g., Working with First Nations—with them Intergenerational service delivery (e.g., FCSS & others linking generations in Sherwood Park, Strathcona County)

Strategy 2: Build on Culture Change Project 1, with key cross-sector transformation initiatives over the next two years

What are the opportunities for moving forward?

Opportunity 2.1: Follow-up to Report on Cross-Sector Mapping of the HAF/Framework for Healthy Aging, with Healthy Aging and Alberta and Others

Examples include Community exploration to identify models and success factors for implementing person-centred, community-focused ecosystems anchored in Social Determinants of Health (SDOH).

SCC Question Posed: *What considerations would be important to focus on?*

Summary of SCC Responses

1. Advance Person-Centred, Community Ecosystems

- Identify **existing models /community ecosystems**, address funding needs
- Address **person-centred care**, need a mind shift (need to come to a common understanding and how it works in practice)
- **Community definitions** (geography, population), community has many meanings
- Identify **promising practices and support for engagement** (asset-based development) and understanding needs from perspectives of SDOH
- Implement and share **Integrating mechanisms** across the ecosystem
- Plan common **information systems /outcome data** across the ecosystem
- **Social prescribing**
- Attention to **rural communities**—getting new older adults who need community connections (e.g., Cochrane, Airdrie)

2. Strengthen System Navigation

- **Improved navigation mechanisms required** to avoid struggles by people trying to find their way around the system.

3. Require Accountability

- Put **high quality standards and care back in place** with a patient and family voice, hold people accountable and provide the supports/resources needed so operators can do a quality job.
- Show **accountability for what is working** and can then demonstrate some change has been made.
- **Determine feedback loop on reports** to show what has been done and will be action-driven at the end of the day, e.g., what resources have led to, what's happened.
- **Mark progress; Knowledge mobilization:** Healthy Aging Summit (Oct 2025): Could there be a day profiling “community ecosystems in action”?
- **Empower frontline staff** to determine what's in the best interests of the client/family?

4. Increase Learning about community models and community engagement

- Share information on how **social prescribing** is working, how is that information spreading? Do we need to pick new things? Spread the news on things that are working, along with the metrics to show accountability for what is working.
- Create **community hubs** (CHA is advocating this) to repurpose existing older housing/care facilities making use of meeting and program spaces – e.g., men's sheds?
- Investigate other **community focused models** e.g., Bridge Healing in Edmonton for vulnerable populations
- Share successes of **NORCs** and other successes from other jurisdictions.
- Share best practices from a range of **rural and urban small projects**
- Strategies for engaging the **community**

5. Innovate Types of System Integration

- Incorporate **community programming in housing and continuing care facilities** e.g., adult day support

6. Increase Learning about Communities for learning

- CPCLW and HAA can **identify communities along a continuum of “asset-based development” and “service coordination”**
- Communities well along on **demonstrating local ownership, mapping, and connecting services**; communities who are in early stages; communities with a desire to move forward but have yet to start. Examples provided—Drumheller, Stony Plain- identify and examine:
 - **Why/how community action began:** vision and motivations for change
 - **Needs and opportunities and mechanisms** related to engagement of citizens, organizations in the “community ecosystem”, community capacity built through neighbours helping neighbours/NORC’s, links with municipalities & FCSS
 - **What is working/what is challenging or a barrier**, recognizing a continuum of support

Opportunity 2.2: Other Potential Initiatives for Engagement, Reflection, & Practice Development to Support Transformation Initiatives

Some repetition occurred with this question. Nonetheless it is repeated reinforcing the significance that the SCC members attached to these types of initiatives.

SCC Question Posed: *What change topics should we consider?*

Summary of SCC Responses

1. Dementia Initiative

- Strong **support for “dementia lives here strategy”**—cross-sector focus unique and underpins above focus for living well in community, wherever you live.
 - There is no longer a dementia strategy from AH; this aligns with focus on Quality of life
 - Bruges, Belgium won European award for a dementia inclusive community
 - Note: Alzheimer Calgary wanting to celebrate “Dementia Awareness Month of January” by bringing Dr. Power here (believes we can get sponsors); they also have a new system map related to caregiver support; Siksika First Nations interested in collaborating. HAA interested in having a focus on dementia at the Summit.
- **Dementia care with a focus on navigation** for families across sectors. Seema King created a journey map for caregivers including all major transition points such as where to live, how to manage transport, care etc.

2. Mental Health/ Addictions in CC/ Quality of Life

- Address and increase funding for mental health and addictions in CC: dementia, anxiety, depression, trauma, with a view to shifting dollars/flexible funding between the four pillars

3. Outreach/ social prescribing/ quality of life

- Affordability and connecting people to supports they need

4. Accountability/ Feedback Loops/ Progress Reports

- Feedback on **implementation of report recommendations**, especially the MNP report. How to collaborate with government in this area? How are we (SCC) going to collaboratively meet about those recommendations? Any initiative, model, project that helps us better understand those recommendations and implementation are needed. What's it going to take to implement the recommendations?

5. System Navigation/ Navigators

- General topic of navigation given concerns about new health agencies (s focus on dementia might be a place to start but government might appreciate our willingness to address navigation)

6. Technology

- **Technology implementation** (after completing an AI gap analysis). Concerns include new software costs/licensing etc.

7. Other Models to Explore

- **Small homes** (maybe). Some concern about how new models will be implemented. Better focus might be modernization and replacement group of facilities e.g., “green house” model implications.

8. Person-centered Care

- Address barriers implement real change e.g., focus on autonomy, environments, documentation of what is important, flexibility for different age groups and needs, staffing, team composition, etc.

Strategy 3: Build on SCC/Partner/Inventures Discussions (AI funding)

Example: Alberta Innovates, AAG and ACCA are sponsoring an “Engagement & Action Council” to develop a multi-year Strategy (and investment) for technology innovation to modernize Community & Continuing Care, enhancing the transformation initiatives & sustaining IM/IT Systems.

SCC Question Posed: What priority concerns/burning issues as well as promising practices/partners should be considered?

Summary of SCC Responses

1. Potential resources:

- Dr. Shannon Freeman re: “Tech for Older Adults” to address a gap about using/needng engagement (contact from Helen Lightfoot)
- Dr. Lili Liu re: technology for daily living

2. Identify existing technological supports

- Supporting different expectations about staffing
- Medication management through technology rather than home visits
- Fall detection
- Healthy living behaviours, like funding Fitbits, giving out rewards for achievements

3. Develop IT roadmap

- IT roadmap to ensure linkages across the four pillars and to facilitate communication among service/care providers

4. Innovations

- Possible social innovation lab

5. Other Considerations

- No more pilot projects
- Need to set priorities for SCC
- Encourage use of webinar series and hybrid events: effective and inexpensive

Overall Conclusions and Recommendations for Moving Forward

Overall Conclusions

- ***Cross-sector dialogue and cooperative work is valued, acknowledging the importance of the breadth of representation and involvement of Ministry representatives in creating a trusting environment and energy for the transformation journey***
- ***The SCC had major value as a vehicle for cross-sector dialogue and supporting the momentum for change***
- ***Funding from Alberta Health made possible the range of initiatives and impacts from the first Culture Change Project***

Recommendations for Initial Priorities for Moving Forward

Priority 1: Advancing community ecosystems for integration of service delivery

AAG aims to seek approval of the carry-forward funding to complete the two-year project. A project description for this funding has been prepared.

Priority 2: Advancing the impact of Ministry transformation initiatives

The Health Ministry plans include a range of new initiatives. AAG and collaborators have ideas about ways to enhance the impact of these initiatives with system learning strategies (e.g., collaborative development and impact assessment of new service delivery models for small homes, marking progress symposia regarding workforce development initiatives, furthering dialogue related to opportunities and needs for system navigation, etc.)

Priority 3: Continuing to Promote Culture Change for Person-Centred Practice

With a growing and aging provincial population, the number of persons living with dementia will continue to increase; the diversity of neighborhoods and communities will also increase.

Systems and practices also need to shift to anchor what is done with an understanding of what people want and how to enhance individual and community assets for the desired future. This includes system navigation systems/supports and the evolution of metrics to assess change.

AAG is prepared to move forward with Futures Policy Forum 2024-2026 as made possible by additional project funding and planning for the best use of time and attention across many partners and initiatives. Alberta's vision for the future health system will be significantly advantaged by this work.