

**Better at Home
Cowichan**

Community Development Report

May 2013

**Together, we can give
seniors a hand.**



**Better
at Home**

United Way helping seniors remain independent.

Acknowledgements

This report carries the heartfelt responses of many people who participated in the process of preparing Cowichan to receive the *Better at Home* program. I would like to express my deep appreciation for those who took time to talk with me, to complete the survey; who shared their resources; invited me to present to their groups; who spread the word through their networks and who volunteered to do research and to help with outreach. My deep gratitude especially goes to the elders who trusted me with their knowledge and experiences.

Thank you also goes to the United Way for bringing this opportunity to Cowichan; to the provincial team (including Tracy Smyth) for sharing of information, skills and resources; and to United Way Cowichan for their generous support.

This was an unusual process for our community and one that required many of us to shift and stretch as we worked to find the ways to integrate these new services while at the same time seeing the many other services needed to enhance the lives of our community.

The wide range of issues – concerns and suggestions - contained in this report show the high level of dedication and commitment people have for our community and the well being of our older population.

It is with a deep sense of responsibility that I have gathered the voices of our elders as well as those who care about and for our elders into this report.

Sincerely,
Pam Alcorn, MA

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1. Better at Home Program Introduction

Better at Home is a program that helps seniors with simple day-to-day tasks so that they can continue to live independently in their own homes and remain connected to their communities.

The program is funded by the Government of British Columbia and managed by the United Way of the Lower Mainland, with services delivered by a local non-profit organization. The *Better at Home* program is designed to address the specific needs of local seniors, allowing communities to choose from the following basket of services:



Cowichan has been identified as a potential *Better at Home* site. Pam Alcorn was contracted as Community Developer to assess community readiness, identify seniors' assets, needs and priorities in regards to the basket of services, and help identify a potential lead organization best suited in the community to deliver the *Better at Home* program.

This report reflects the findings of the community developer and will be used by the lead organization to design an appropriate local *Better at Home* program that meets community needs.

2. Cowichan Community Profile

The Cowichan Region is made up of 373,000 hectares of forest, mountains, smaller islands, coastline, rivers, lakes, farmland, villages, towns and one city. Located on Vancouver Island between Victoria to the south and Nanaimo to the north, the Cowichan Region is located in traditional territories of the Coast Salish Nations dating back thousands of years. The largest number of Coast Salish people are members of Cowichan Tribes which is comprised of seven traditional villages: Kw'amutsun, Qwum'yiqu'n', Hwulqwselu, S'amuna', L'uml'umuluts, Hinupsum and Ti'ulpalus.¹ Additional First Nations in this region include: Ditidaht, Halalt, Lake Cowichan, Chemainus, Lyackson, Penelakut, Malahat and Stz'uminus.² Given the large First Nations population of this region, at the time of this Community Development Process, Lower Mainland United Way had entered into a similar process with Cowichan Tribes to provide *Better at Home* services as well.

In addition to First Nations communities, Cowichan is organized politically within the Cowichan Valley Regional District (CVRD). The CVRD is made up of a number of small communities, each with its distinct character and unique activities, and one city: Duncan. Other centres include the Municipality of North Cowichan, the Town of Ladysmith and the Town of Lake Cowichan. Numerous unincorporated areas or villages starting from the south include: Malahat, Shawnigan Lake, Mill Bay, Cobble Hill, Glenora, Sahtlam, Cowichan Station, Cowichan Bay, Genoa Bay, Honeymoon Bay, Maple Bay, Crofton, Thetis Island, Chemainus, Saltair, and west to Lake Cowichan, Mesachie Lake, Oyster Bay and Youbou.



¹ <http://www.cowichantribes.com/resources/2013%20About%20Cowichan%20Tribes.pdf>.

² Social Planning Cowichan. 2010. *Status of the Community II Report*, Second Edition.

Within these small communities 80,332 people live and do business in and around the Cowichan Region. The following table provides a snapshot of the population of some the communities within the CVRD:

Cowichan Valley Regional District: Census Canada Population Counts 2011³

Area	Population
Mill Bay/Malahat (Electoral Area A)	4,393
Shawnigan Lake (Electoral Area B)	8,127
Cobble Hill (Electoral Area C)	4,796
Cowichan Bay (Electoral Area D)	2,971
Sahtlam/Glenora/Cowichan Station (Electoral Area E)	3,854
Cowichan Lake South/Skutz Falls (Electoral Area F)	1,649
Saltair/Gulf Islands (Electoral Area G Area G)	2,221
North Oyster/Diamond (Electoral Area H)	2,332
Youbou/Meade Creek (Electoral Area I)	1,111
City of Duncan	4,932
Town of Ladysmith	7,921
Town of Lake Cowichan	2,974
District of North Cowichan	28,807
FN-IRI Composite	4,244
Total	80,332

According to 2012 Statistics Canada information, the percentage of people in Cowichan over the age of 65 is 20% of Cowichan's population and 15% of the population is over the age of 70.⁴ Further to this, it is projected that the population over the age of 75 is expected to have grown by 14.7% between 2001-2030.⁵

³ Cowichan Valley Regional District: <http://www.cvrld.bc.ca/DocumentView.aspx?DID=8275>.

⁴(<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>.

⁵ Real Estate Foundation of BC. Sept 2003. Population and Housing Demand for the Cowichan Valley Regional District – 2001-2031.

3. Local Community Development Approach

The Cowichan engagement process was intended to gather input on two specific goals:

1. Identify which of the basket of services are most wanted in Cowichan
2. Identify qualities of a lead agency to deliver the *Better at Home* program (how services be provided)

The Community Developer was a community member who was able to enlist a network that dates back to 1994. The approach taken in this engagement process was to draw from community-based research methods that target specific populations using a variety of techniques, and to obtain input that was geographically, culturally and income based. The tools used to do this included: surveys, small group discussions, input from people during presentations, interviews, and a community meeting. In addition, a documentary analysis of previous local reports, project materials and information provided by key resource people was used (including provincial and global material). A complete list is included in the section, *Resources*, at the end of this report.

Although a survey was used, it was designed to be completed with the person completing it rather than distributed to individuals to answer on their own. There are three reasons for that process. One is to be available to respond to any questions and address unintended expectations that can arise when completing a survey. The second is that research and the Community Developer's experience working with specific populations indicates that many people (including seniors/elders) prefer to answer in person. The third is that in keeping with community-based research, richer answers can be obtained during focus group discussions. Responding to the high level of interest in completing the survey for those who did not have time for an interview, the survey was eventually released to key resource people (those who provide services to older people), to individuals who requested it and to one service provider who brought it to people in one of their programs.

While some prefer to move to an assisted living or communal living situation, most of the people who gave input into this program prefer the option of remaining in their homes as long as possible.

The information gathered was summarized for presentation at a community meeting for feedback and additional contributions. As with community development processes used in other communities, that information was then brought to the Key Resources (Stakeholders).

Outreach and Gathering the voices

The community developer began outreach early through presentations, phoning and emailing key groups of people and organizations. The outreach list was compiled through suggestions from key resource people using a targeted approach to include a range of people and perspectives. Contact was made to 44 community organizations and 9 regional and one provincial network (see *Appendix A* attached). In addition, over 150 pamphlets were delivered to homes and posters were distributed for the community meeting (electronically and as hard copies).

Outreach to ...

- ✓ 150 + seniors
- ✓ 44 community organizations including:
 - ✓ *Business*
 - ✓ *Volunteer based*
 - ✓ *Government agencies*
 - ✓ *Provincial organization*
 - ✓ *Smaller outlying areas*
 - ✓ *Intercultural*

Outreach was extended to people who work with seniors, who have experience with volunteer management, health care provision, community safety and who bring specific geographic, cultural and socio-economic perspectives.

The outreach described above resulted in gathering of a wide spectrum of people's voices. The total number of surveys completed was 60 with 49 completed by seniors and 11 by people associated with an organization. The 10 small group discussions included 62 seniors. Eight seniors were interviewed either by phone or in person, and 14 organizations also participated in interviews.

A summary of this information was presented at a community meeting to which 60 people attended both as individual seniors or organizational representatives. This information was then brought to a meeting of 20 key resource people the following day.

Given that some of the survey respondents also participated in interviews, the community meeting, and/or the key resources meeting, a definitive total of research participants is not possible. However, the community developer is confident that input was gathered from approximately 150 people, as individual community members or as resource people.

- ✓ *60 surveys completed*
- ✓ *62 seniors participated in small group discussions*
- ✓ *60 people attended the community meeting*
- ✓ *20 attended the key resources meeting*

4. Findings

All responses were compiled and analysed according to these four main areas:

- a. What services exist now to support seniors to remain independently living in their own homes (*Community Assets*)
- b. Which of the basket of services are most wanted in Cowichan
- c. Community Vulnerabilities and Additional Seniors Requirements
- d. Identify qualities of a lead agency to deliver the *Better at Home* program (how should the services be provided)

4.a *Community Assets*

This was also an emotional topic for many people- both individual older community members and service providers- given that Cowichan recently lost a valued organization that provided many services to community elders, as for example, peer support, information and help accessing government systems. Through the community engagement process, 27 organizations and services were identified; however many older people were unable to name services unless they were already connected to one. To address this, the Community Developer created and distributed a map of services as well as a list of community assets organized to fit with the eight characteristics of *Age-Friendly Communities* developed by the World Health Organization (WHO)⁶.

The chart below provides a snapshot of some of the services and organizations that were identified by people during the engagement process. The '+/-' in some of the boxes indicates that there were both positive comments about the program and some areas of suggested improvements. For example, many people appreciated the various transportation options, however many wished the provision could be more flexible (short notice bookings and more public transit routes). People appreciated services like home support however they wished for more (such as help cooking meals, bathing and other personal supports). Grocery delivery was also noted as a desired and valuable service, however they wished it were still offered at no cost.

Community assets
include both stakeholders (a person, group and organizations with investments in seniors' health and wellbeing) and services (non-medical and medical support services and programs available for seniors that help them live longer in their own homes and remain engaged in the community)."
Better at Home, United Way of the Lower Mainland

⁶ More information on 'Age-Friendly Communities' can be found at: http://www.who.int/ageing/publications/Age_friendly_cities_checklist.pdf

A Picture of Cowichan Community Assets

Cowichan Community Response Network	Cowichan Caregivers Support Society	Grocery Delivery +/-	Seniors Activity Centres
First Nations Elders Programs	Cowichan Seniors Community Foundation	VIHA Home & Community Care +/-	Health-related organizations
Cowichan Seniors Network	Cowichan Valley Hospice Society	Lifeline	Community Policing
HandyDART+/-	Local Pharmacies (deliver)	Elder College	Meals on Wheels
Friendly Visitors	Legions & DVA	Volunteer Cowichan	Public Transportation +/-
Medic Alert	Red Cross	Assisted & Independent Living Residences	Volunteer Driving +/-
Hiiye'yu Lelum (House of Friendship) Society Breakfast Program	Providence Farm -St. Ann's Garden Program	Various Private Business Service Providers	West Coast Men's Society

4.b Local Needs from the Better at Home Basket of Services

All services within the basket are wanted in Cowichan and one more was added: assistance taking care of pets. Although almost everyone said all were important, the priority of services varied throughout the region and depended on the participants' level of family support. Below is a list of services ordered according to 'most important' down to 'least important'. Within this list there was not much difference in rating among the final five; they were generally equally requested.

When pressed to prioritize the services, transportation, friendly visiting, light housekeeping and grocery shopping were identified most often. Some people included grocery shopping with transportation. Some combined light housekeeping with yard work and home repairs. Many people added pet care to the list of services. Clarification about the seven services offered in the basket is provided below as is a list of additional services identified as necessary to support seniors to remain in their homes independently.

1. Transportation

- Beyond the Cowichan region (to Victoria and Nanaimo for appointments)
- For social and recreational activities in addition to medical appointments (community events, grocery and gift shopping and picking up prescriptions)
- More transportation options are needed throughout entire Region include outlying areas and the smaller islands
- Needs to be affordable and flexible (middle of the night hospital discharges)

2. Friendly Visiting

- Phone calls: scheduled daily check-ins
- Play cards, have tea, chat, mobile library
- Consistent people
- Report back to coordinating agency about living conditions
- Connecting with others in community and access to community information
- Help with going to medical appointments (someone to go with them)

3. Grocery Shopping

- Would like it to be at no charge

4. Housekeeping

- Window cleaning
- Help unpacking and moving furniture

5. Home Repairs

6. Yard Work (recycling and garbage bins)

7. Snow Removal (varied throughout region)

“My mother could have used these services to remain in her home longer, particularly friendly visits; after all, tea is like a tonic for our mental health.”

Comment during interview.

The following is a list of services identified by participants that are not included through the *Better at Home* Program. The implications of these issues are discussed in the section Vulnerabilities and were used to inform the Recommendations provided at the end of this report.

8. Other:

- Pet Care
 - Walking, feeding
 - Transportation to vets
 - Giving them medications
- Information & Referrals
- Lifeline- more accessible (not everyone can afford it)
- Mobile library
- List of honest trades people
- Purchasing services at a cheaper rate (e.g. hair appointments)
- Assistance with medical appointments
- Assistance with assisted living (finding it and support while in it)
- Personal care: bathing, getting dressed, feet care, hair
- Exercise program
- Assistance with government programs and services:
 - how to access services
 - how to apply for programs, for example, pensions
 - help with income tax
- Advocacy with:
 - Legal issues, forms, applications, landlord tenant issues
 - Treatment receiving in a facility
 - Help with abuse, money and finding housing
- Post surgery rehabilitation (help with walking)
- Readymade meals delivered to home (distributed list of community assets that contains Meals on Wheels information)
- Assistance preparing meals
- Phone call reminders to take medications
- Network set up for people living alone with no strong personal connections in this community
- Conflict resolution for when “not treated well”
- Basic banking assistance

The information gathered through the Community Development process indicates that seniors of the Cowichan region will benefit greatly from the services offered through the *Better at Home* Program. Information obtained from all participants including individual seniors, other community members, service providers in volunteer-based agencies and local health authority (Vancouver Island Health Authority) indicate that the community recognises the need for these services while offering recommendations and raising well thought out questions. The strongest suggestion is that the services be tailored to fit the needs of the participating

senior. In addition to the listed basket of services, the program should also serve as a *connector* to other services in the community. The program will benefit from close relationships with the Vancouver Island Health Authority (VIHA), business sector, local service clubs, community based service providers, the various umbrella organizations (for example, Cowichan Communities Health Network and Cowichan Seniors Network) and the wider public. Seniors stated strongly that they would like one number to phone (with a person answering).

4.c Community Challenges and Additional Seniors Requirements

The following is a list of challenges and questions that were identified during the Community Development Process.

1. Lack of information, support and advocacy services in Cowichan as a result of the recent loss of a significant seniors' agency could add pressure to the types of services requested. The Community Developer suggests that the Lead Agency participate in the community process underway to remedy that gap in services.
2. This is a program being offered with short-term funding attached to it. There was concern about the sustainability for any agency after the two-year commitment.
3. More information from existing *Better at Home* programs would have helped the community prepare for the program, for example: information on liabilities, fee scales and evaluation processes.
4. Many individual seniors and service providers raised concerns about how to implement the *Better at Home* Program in a way that ensures safety of both the staff (volunteer or paid) and the older person receiving the services. Safety in such cases referred to: liability coverage should a volunteer be injured in the provision of service (a fall, back strain, etc.), and also in terms of training and support sufficient to recognize when a senior might require additional supports. There were many strong recommendations that the program include strict screening, training and supervision of all people who will be providing services.
5. Members of groups working on disability issues requested that services such as those offered in the basket be made available to all adults regardless of age.

4.d Qualities of the Lead Agency

Overwhelmingly, the community responses from all methods of information gathering recommend that there be one identified agency to coordinate the services offered in the *Better at Home* Program. The qualities of the provider are listed in the diagram below and more detail is provided in Appendix B.



5. Selection Process

During the community meeting, after participating in the activities of prioritizing the basket of services and identifying the qualities of a lead agency, three agencies presented themselves as interested in pursuing the role of Lead Agency for *Better at Home*: Cowichan Intercultural Society, Cowichan Seniors Community Foundation and Volunteer Cowichan. That meeting was followed the next day by a Key Resources meeting during which information from the community meeting was presented, and the three interested lead agencies presented their interest and engaged in discussion.

Given that the primary suggestion from seniors and service providers during the Community Development Process was that *Better at Home* Lead Agency be responsible for *coordination* of services, the main qualities of the Agency Identified were: ability to partner and collaborate with others; keep seniors at the forefront of service delivery (with staff supervision & training and responsiveness to diversity of people) and sustainable infrastructure that could enhance the resources that come with the *Better at Home* Program. The following is a brief outline of information provided through the short presentations and responses to two key questions arising from those prominent recommendations:

1. What is your experience delivering services to seniors, and
2. What is your experience partnering with other Key Resources?

Three Interested Agencies

Cowichan Intercultural Society

- Provide services to immigrant people many of whose first language is not English and many of whom are elders
- Recently celebrated 30th Anniversary of providing services
 - Began in response to people immigrating from Vietnam
- Have volunteer base 130
- Provide services in evenings
- Would work with other organizations to ensure appropriate services to people of diverse cultures and languages
- Have participated in a collaboration with five organization for one year
- Willing to partner for *Better at Home* with Volunteer Cowichan being the Lead Agency

Cowichan Seniors Community Foundation:

- This is a senior-focused organization that grew out of support network for the Cowichan Lodge; they maintained that funding
- Provide advocacy for seniors; working on re-direction of Cowichan Lodge
- Publish the *Seniors Resource Directory*
- Receive daily calls from people

- Operate Volunteer Driving Program for seniors and planning to expand current range of service
- Operate Meals on Wheels
- Host community events
- Deliver Brain Fitness Program
- They propose to a model that would include the following elements of their organizational operating model: community, identify resources, communicate, link and empower (seniors and organizations)
 - Outreach to seniors: health services and other sectors
 - Acknowledged many people do not know what is available and that most people want one number to contact
 - Lead organization would need to know all other organizations and reach out to them
- They fund other organizations, for example, grandparents raising grandchildren
- Have been providing funding to some organizations for years which brings them experience communicating with other organizations about their plans

Volunteer Cowichan:

- 30 years providing services to people (including seniors) with mobility challenges
 - Supporting Friendly Visitors program for almost 20 years and are expanding that program
 - Worked alongside Seniors Resources and Support Society (before it closed)
 - New program, Navigate Cowichan: working with other organizations that own buses in the region to see how to collectively provide the best suited response for individuals
- Two board members have experience providing seniors peer support
- Have formed or supported partnerships when requested, for example, Damascus to Duncan initiative that helped with immigrant refugee family
- Partnering can take many forms from soft and unstructured to concrete partnerships
 - Example of a soft unstructured partnership is supporting Cowichan Seniors Community Foundation in a recent funding application
 - Example: Safe Harbour partnership with Cowichan Intercultural Society
- Mandate is to share capacity and expertise to help groups move forward (provide training)
- Propose a client-centred, social work approach with four elements: clients, service providers, government and community at large
 - Delivery would consider the demand for service; the services to be provided; service provision; client needs; relationships
 - Would look at how services are integrated and how to make the delivery complementary

Some people said that they wanted more information before participating in choosing a Lead Agency. For example, more details on the evaluation of the pilot programs on which *Better at Home* model is based; further investigation into liabilities; and more information on fees for

services. Others said that while they did have questions they were willing to move forward into a partnership. For these reasons, it was agreed that the Executive Directors from the three agencies interested in being the Lead Agency would meet within two weeks. The outcome of that meeting was to identify a Lead Agency and create a plan for partnerships to deliver the services throughout the region. If they were able to do this, their plan would be discussed at a joint board meeting of those agencies. If they were not able to find a plan, *Better at Home* Lower Mainland would determine the next steps.

By the end of April, Volunteer Cowichan was identified as the Lead Agency and began the application process in conjunction with Lower Mainland United Way. The intention is to begin program design in July to prepare service delivery in September 2013.

Volunteer Cowichan is well situated to provide the *Better at Home* Program in Cowichan as it meets many of the requirements of a Lead Agency identified through the Community Development Process. In addition to being centrally located in the urban hub of the region, the organization has many years operating a volunteer centre (since 1977) and has strong infrastructure in place to support and enhance the resources available in the community and provided by the United Way. In collaboration with Clements Centre, Volunteer Cowichan is coordinating the local Cowichan Community Response Network (CCRN). (*Community Response Networks bring people together to coordinate, collaborate and build relationships to stop adult abuse and neglect.*) Volunteer Cowichan also facilitates and /or provides training to other volunteer based organizations and provides support to groups that do not have infrastructure in place to respond to emerging needs identified in the community.

Volunteer Cowichan also has a long history of providing some of the services listed in the basket of *Better at Home* services as listed below:

- Since 1982 they have operated handyDART (a bus service for people living with mental and physical barriers to accessing regular transit)
- Since 1995 they have coordinated a Friendly Visitor program for socially isolated seniors
- They have 8 volunteers who provide weekly recreational activities to seniors in a care facility

6. Next Step and Recommendations

In establishing the partnerships with community agencies, the Community Developer suggests the following elements be incorporated in establishing partnerships that will complement existing programs and services.

6.a Geographic Scope

In consulting with organizations and individuals in the outlying smaller areas of the region, the community developer recommends that the Lead Agency facilitate connections or coordinate with existing networks in the smaller communities. For example, a partnership with a community agency in the Lake Cowichan could result in the creation of a strong network of services that are easily accessible for that area's older residents.

6.b Status of Services Affecting Seniors Lives

As stated earlier in the report, there is a group working on responding to filling the gaps in services identified as *Other* in Section 4.b above. The group is made up of community organizations in volunteer-based and for-profit sectors, and individual seniors. Involvement with this process is strongly recommended and perhaps next steps in that process could correspond with the next community steps regarding the details of *Better at Home* Cowichan.

6.c Partnerships with Many Organizations and Sectors

The Community Developer met with members from Ts'i'tsul' watul' Lelum, Ts'ewulhtun Health Centre and H'ulh-etun Health Society between January and March 31st to discuss the how the *Better at Home* Program can assist First Nations and Aboriginal community members. A formalized working relationship with these organizations is recommended.

Given the high level of requests for home supports of a personal nature, close ties with VIHA and independent service providers will be essential. Similarly, relationships with all agencies already providing some of the services new *Better at Home* program will benefit from a formalized partnering agreement.

As stated strongly and from many sources during the Community Development Process, the role of the Lead Agency is expected to be one of coordination and facilitation of services in a manner that does not duplicate existing services, nor interfere with existing provision of services.

6.d Integrate Suggestions from Community into Program Design

This community development process resulted in gathering a wealth of information from seniors themselves and from service providers. Most of the community suggestions are included in section 4.b above in response to *Local Needs from the Basket of Better at Home Services*, and in section 4.d, *Qualities of a Lead Agency*. However, to assist the Lead Agency in benefitting from the ideas, suggestions and concerns about how the services are to be delivered, a more detailed compilation of feedback on the qualities of a lead agency from all sources of data collection is attached as Appendix B.

7. Resources

- About Cowichan Tribes- an overview:
<http://www.cowichantribes.com/resources/2013%20About%20Cowichan%20Tribes.pdf>
- Age-Friendly BC:
<http://www2.gov.bc.ca/gov/topic.page?id=442A501304294470A793668B377B32C3>
- BC Seniors Guide:
<http://www2.gov.bc.ca/gov/topic.page?id=442A501304294470A793668B377B32C3>
- City of Duncan, *Age-Friendly Seniors Safety Report*, 2010
- Cowichan Seniors Community Foundation, *Seniors Directory: A Resource for Seniors Living in the Cowichan Region*, 2013
- Social Planning Cowichan, *Status of the Community II Report*, 2010
- World Health Organization, Global Age-Friendly Cities Project:
www.who.int/ageing/projects/age_friendly_cities/en/index.html
- United Way of the Lower Mainland, *Seniors Vulnerability Report*, 2011

Appendix A: Organizations Contacted during Community Development Process

Networks:

- *British Columbia Association of Community Response Networks (BCCRN)
- *City of Duncan Advisory Committee on Seniors Issues
- *City of Duncan Mayor's Advisory Committee on Disability Issues (MACDI)
- *Cowichan Communities Health Network (CCHN)
- *Cowichan Seniors Network
- Division of Family Physicians
- *Vancouver Island Health Authority (VIHA)
- *Young Professionals of Cowichan

*Note: *indicates connection with a member was made during Community Development Process.*

Community Based Organizations (includes community-based and fee for service) (44)

- Abbeyfield Houses of Duncan Society
- Canadian Mental Health Association
- Cancer Society
- Chemainus Seniors Drop-In Centre
- Clements Centre Society
- Community Options Society
- Cowichan Family Caregivers Support Society
- Cowichan Community Kitchens
- Cowichan Community Policing
- Cowichan Green Community
- Cowichan Independent Living
- Cowichan Intercultural Society
- Cowichan Lake District Chamber of Commerce
- Cowichan Lake Community Services
- Cowichan Lake Seniors Association
- Cowichan Seniors Community Foundation
- Cowichan Valley Arthritis Society
- Cowichan Valley Basket, Duncan Food Bank
- Cowichan Valley Friendly Visitors
- Cowichan Valley Hospice Society
- Cowichan Women Against Violence Society
- Crofton Seniors Society
- Duncan Manor
- Duncan United Church
- Forget-Me-Not Assistants
- Hiiye'yu Lelum (House of Friendship) Society
- Holistic Practitioner Mobile Services
- H'ulh-etun Health Society
- Literacy Now
- St. Andrews Presbyterian Church
- St. John the Baptist Anglican Church
- Sherwood House
- Social Planning Cowichan
- South Cowichan Seniors
- South End Seniors
- Stroke Recovery Association, Cowichan Valley Branch
- Ts'i'tsul' watul' Lelum
- Ts'ewulhtun Health Centre
- Vancouver Island Library, Cowichan
- Vancouver Island Vocational Rehabilitation Services
- Valley Seniors Organization
- Volunteer Cowichan
- Wedgewood House
- West Coast Men's Society

Local Government: Area Directors for Cobble Hill and Cowichan Bay

Appendix B: Better at Home: A Compilation of Responses to Qualities of a Lead Agency

1. One agency to coordinate all so that do not have to phone around
 - a. One toll-free phone number to phone for all services. For example, if you needed transportation services or yard work services you would phone the same number
2. Sustainability of organization with sound financial management and infrastructure
3. Good infrastructure so that can easily expand to provide this program
4. Strong success rate (years of experience) and record of successful program development
5. Well trained staff and volunteers
 - a. Able to provide adequate staff /volunteer supervision (close supervision)
 - b. Knowledge of aging
 - c. Knowledge of dynamics of abuse, neglect and self-neglect
6. Experienced volunteer management:
 - a. effectively organize and coordinate staff and volunteers (reliability)
 - b. ability to match seniors and staff
 - c. understands volunteerism
7. Continuity of the services and continuity of staff
8. Good database and website set up for smooth start-up
9. Able to provide information and referrals on a wide range of topics
10. Able to promote the services available
11. Cover the wide geographic base and many connections throughout the region
12. Good working relationship (cohesion) with other agencies and organizations, the public, health agencies, service clubs, and business community
13. Work to ensure safety of service recipients (bond and criminal records checks, for example)
14. An organization that they are comfortable with regardless of their demographic background
 - a. Seniors are involved in decision making;
 - b. Experience working with diverse populations of seniors
 - c. Understanding of aging and seniors' issues;
 - d. Mandate of providing services to seniors;
 - e. Considerable experience working with and providing services to seniors;
 - f. Face-to-face, personal intake
 - g. Trust-worthy and competent
15. Provide services to those living in seniors residences and able to work with cultural diversity of Aboriginal and First Nations people
16. Ethical organization
17. Location:
 - a. Centrally located (Hub of region) so that well connected with other service providers; centrally located and able to provide services to regional areas
 - b. Easy accessibility (wheelchair accessible)
18. *Better at Home* fits with the organization's mission statement