



Centre for Research & Education in Human Services

# NewsReport

Volume 10:1 Summer 1996

## MAKING PARTNERSHIPS MEANINGFUL

If you have any connection to human services in Canada, chances are good that you have recently been involved in at least one earnest discussion about the need to make partnerships meaningful. Working collaboratively is becoming an essential survival skill for anyone interested in innovation in human services. Consequently, we have chosen to devote this issue of the NewsReport to an exploration of meaningful partnerships. The articles we have included discuss the roles played by partnership in the ongoing struggle to improve the quality of a human service system that is undergoing radical and sometimes unpredictable change.

It is not easy to put a finger on how the language of partnerships is changing. As Bruce Kappel's article makes clear, partnerships themselves are nothing new to consumers of developmental disability services, or their families and friends. People coming together in small groups to work collaboratively and selflessly have always been at the heart of any major movement for social change.

John Lord's article points out that large institutions are beginning to talk about partnerships. The Social Sciences and Humanities Research Council, which funded the project on Independent Living Centres described by Peggy Hutchison on page 8, required that the research team have community-based partners. Proposals for new interventions that come from a single agency or group are becoming a thing of the past.

We have seen many good ideas co-opted and misapplied by governments and large institutions. John Lord warns us to be wary of this new emphasis on

partnerships. There is already evidence that the word is being applied in new and problematic ways. We are told, for example, that *partnerships are inherently good*. Heather MacGillivray's review of recent literature makes it clear that partnerships can take place at a variety of levels, and can serve almost any purpose, good or bad. Governments, however, are rarely clear about the types of partnerships they wish to support, or the purported benefits for communities resulting from these partnerships. New initiatives are simply required to have partners.

The unstated assumption of policy makers is often that *partnerships are good because they will improve efficiency and avoid duplication*. Our experience suggests that the new government interest in partnerships has more to do with developing efficient management

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On behalf of the Board of Directors of the *Centre for Research & Education in Human Services*, I would like to introduce the Centre's new Coordinator to you. Effective April 1, 1996, Joanna Ochocka assumed the role of Centre Coordinator. She replaces Kristine Sisson, who served as Coordinator from November 1993 to March 1996. Joanna has been a Senior Researcher with the Centre for the last five years. She holds a PhD in Sociology and has coordinated a variety of research projects related to disability, family support and health promotion. Besides her considerable research skills, she is an able administrator. We are very pleased that Joanna has agreed to accept the position of Coordinator. We hope that you will join us in welcoming her to her new role.

*Maria DeBoer,  
Board President*

### **Proposal Development at the Centre**

One of the things that we really enjoy at the Centre is proposal writing. When we are writing proposals, we are able to dream and enter into the creative realm. Of course, writing proposals is also a lot of hard work! At this time, we are focusing on four areas of proposal writing: workshops and training related to participatory action research and evaluation, women's health research, recent immigrant's settlement issues, and supportive housing for seniors.

Let us know if you would like to help us with our proposal work or if you have any ideas that you would like to contribute to our efforts. If you know of any important research initiatives or research work to be undertaken, please inform us about them. Thanks.



### **A Message From the New Coordinator**

After an extended break, here is the latest edition of our NewsReport. Our theme for this issue is "*Making partnerships meaningful.*" To me partnership involves the collaboration of more than two individuals or groups often with diverse backgrounds but common goals. Partners contribute and share their knowledge, skills and resources within a framework of equality. In other words, it is a win - win relationship. I think that within partnership our identity is open, we share a personal part of ourselves as well as our professional selves. Partnership is a strengths oriented concept; we seek to discover and understand each partners' strengths and capacities. Labels and diagnosis are not relevant.

I am pleased that the Centre has an opportunity to communicate again with our friends and supporters. While much has happened here in the last two years, nothing is more important than the work of our research team in the areas of disability, mental health, aging, health promotion and education.

As you can see from our project updates listed in this NewsReport, we have been very active. We have been learning a lot about supporting community groups with their own evaluation work and about the meaning of partnerships between researchers and stakeholders that are vital in participatory action research.

My life has changed since I first began working for the Centre more than five years ago. As part of the research team, I have participated in and coordinated many projects. As a senior researcher, I had the opportunity to work with many people who brought unique gifts, strengths, experience and perspectives to the Centre. Many partnerships have been formed as we shared our workloads, experiences and personal lives. On April 1, 1996 I was appointed by the Board of Directors as the new Coordinator of the Centre. I am proud to work for an organization whose values and principles I also hold to be true. The Coordinator's position offers new challenges and responsibilities that I welcome. I am looking forward to working with all of you. I hope that you share my excitement and commitment and that you will enjoy reading this NewsReport. Thank you for your trust and confidence.

Be well

*Joanna*



## Introduction ( continued from Page 1)

systems within the existing power structure than it does with shifting power to consumers.

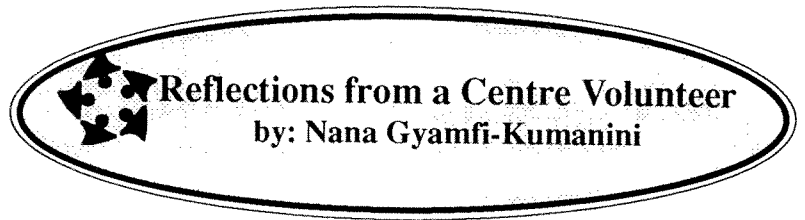
Thinking in more depth, about how the language of partnerships is being used by those with whom we collaborate, may help us respond more creatively. One lesson we can take from the contributors to this NewsReport is that it is important to reflect on the qualities that create an effective and progressive partnership each time we begin to work with new partners.

Contributors to this NewsReport also allude to another trend in the way partnerships are implemented and discussed. At the Centre, we recently had opportunities to forge partnerships that are allowing us to explore the principles of consumer participation and empowerment in new ways. As Joanna Ochocka points out, the *Centre* is increasingly involved in building evaluation capacity by supporting community groups that have chosen to carry out their own evaluations.

For example, we are currently working with the Orillia Community Action Program for Children. Community members have been able to create a unique and multifaceted program for teen mothers simply by arranging for several independent agencies to provide a portion of their existing services in a single building. A powerful new resource for teen mothers has been created without imposing any new administrative structure or requiring new funds.

These difficult times may spur our creativity and encourage community agencies to make more heartfelt commitments to meaningful partnerships. Although many of these exciting new partnerships cling to life like flowers emerging from cracks in the concrete, they are happening. We plan to continue sharing these success stories with our network.

*Andrew Taylor*



My name is Nana Gyamfi-Kumanini and I am a volunteer at the Centre. In Ghana, I went to Wenchi Secondary School and obtained a G.C.E. 'O' Level. This is the equivalent of an Ontario Secondary School Honours diploma. After I moved to Canada in 1971, I earned a B.A. and M.A. from Wilfrid Laurier University. I recently completed my Ph.D. at Walden University in Minneapolis, Minnesota.

I am a dedicated community and social services worker, as well as a Community Organizer (a teacher catalyst, facilitator, and a link). I want to enhance the empowerment of rural or community dwellers, as well as consumers of services, by acting collectively, helping them to help themselves and by making decisions that affect them as a community.

I believe in the exploration of better, different and/or new models, strategies, paths or coherent workable processes in rural or community development. I am interested in issues such as managerial skills, community initiatives and economic development, good sanitation, good drinking water, food security (abundance) and shelter.

I joined The Centre For Research and Education in Human Services through The Volunteer Action Centre and the Workers Compensation Board in March 1996. It is a pleasure to be acquainted with such a resourceful, well established and renowned Centre. I am extremely glad to partake in the Centre's activities (researching, advocating, educating, representing service providers, as well as consumers of services) in Waterloo Region, the Province of Ontario and Canada in general. I have been gaining more knowledge and experience in researching, evaluating, presentation planning, consulting and office support.

*In March of this year, Nana Gyamfi-Kumanini began working at the Centre as a full time volunteer.*





## Partnership: Dilemmas of Definition

by Heather MacGillivray

In the late 1990's, calls for partnership in human services are coming from all quarters: funders, managers, service providers and service users who want to establish new relationships and new approaches. However, the idea of partnership may mean very different things to different individuals and/or stakeholder groups. This lack of conceptual clarity also pervades the literature. Although many researchers have written about "partnership", there is no integrative framework. The term is used to refer to a wide variety of working relationships, many of which are complex and multifaceted.

Partnership has not been clearly defined in the literature. Issues that confound definition include unclear elements of partnership, a variety of partners and purposes, as well as varying ways of building partnerships. Establishing successful partnerships requires that we spend the necessary time to understand how those we are working with understand partnerships. Applying a partnership model may raise more questions than it resolves, and we must make a commitment to investing some time in discussion of roles, relationships and goals at the outset.

Partnership is often used interchangeably with consumer participation, stakeholder involvement and collaboration. How is partnership distinct from these ideas? Some suggest that fully developed partnership implies an equality between partners that may not exist in participation or involvement. However, there is some debate that equality is a prerequisite for partnership. While understanding and addressing power dynamics is clearly central to the partnership process, equality may not always be the primary goal. Often, people who have typically had less power (e.g., consumers and family members) may be given more power as partners.

Partnerships serve a variety of purposes. They are used in community development work, program planning and implementation, social service delivery and evaluation. Partnering is an approach that may be an end in itself or a means toward some specified end. Informal

networking, ad hoc coalitions, advocacy, or action oriented activities are some of the components of partnership. The result may be service coordination, community wide interventions and prevention, improvement of evaluation design or utilization of better management and operation of an organization. Partnerships are very often multi-purpose.

Some factors that facilitate partnership include shared values and principles, a clear purpose or goal, a common process of working together, and role clarification and consistency. Challenging factors may include resistance to new approaches, changing roles, an imbalance of power, diversity and mistrust between partners, lengthy processes and inevitable conflict. Approaches to address these issues in partnership building may vary greatly and further complicate the attempt to define certain relations as a partnership.

Despite these dilemmas, partnerships continue to flourish. Outcomes may include better services with fewer gaps and more inter-service use, stronger models of service delivery, expanded resources and networks, focused and practical evaluation initiatives and empowerment of stakeholders. Effects of partnerships are systemic and wide ranging, ensuring that overcoming the challenges of definition are worth the effort.

*Heather MacGillivray is a Master's student in the Community Psychology program at Wilfrid Laurier University. Her thesis topic is entitled Reality is a Collective Hunch: A Case Study of Partnerships in Practice.*





## Genuine Partnerships: Challenges and Opportunities

by John Lord

In the last few years, we have witnessed a wide ranging number of calls for partnerships; “Partnerships for a Drug Free Society”, “Partners for Health”, and “Empowerment through Partnership”, are just a few of the slogans that Francois Boudreau says are “somewhat like the philosopher’s stone which will solve our society’s many strategic problems.”

Increasingly partnerships are being initiated by governments. For example, in the province of Quebec, the language of partnership has been adopted for mental health policy; it has been defined, legislated and operationalized. If partnerships are being initiated by government and health and social service agencies, can we trust them? Are they simply another tool to control and maintain clients? Are partnerships a significant new way of understanding the world and how we need to cooperate for change? Albert Einstein once said, “The significant problems we face cannot be solved at the same level of thinking we were at when we created them.” Do partnerships move us to a new level of thinking and working?

The language of partnership implies that each stakeholder group has something to contribute and something to benefit by being involved. The reality, of course, is that partnership means different things to different people, and each stakeholder will have a different perception of the benefits. Genuine partnerships are difficult and challenging, and the notions of consumer direction and power sharing are seldom the direction of others who may sit with us at the table. My experience is similar to Kathryn Church, who has written that consumer participation is often “unsettling” for professionals. This clear eyed understanding of power and partnerships can enable people with little power to go into partnerships fully aware of the hurdles. In my view,

shedding our naiveté about the benevolence of others is often the first step on the road to personal and collective power.

From our extensive work in community collaboration and partnerships, we have designed a series of guidelines or principles that are important for groups to consider as they begin to reach out into their community to find others with whom they can collaborate and build partnerships. Some of the questions groups should be asking are included in the box on this page.

One does not have to have positive responses to all of these questions to engage in a partnership. But there must be sufficient negotiation about these questions by consumers themselves and with potential partners to ensure that it is worth taking the step of working together. There will be some relationships and partnerships simply not worth pursuing because there will not be benefits to consumers, and no common purpose that can possibly be established. On the other

hand, I have experienced a number of intriguing and satisfying partnerships, that didn’t always initially offer positive answers to all of these questions. However, there was enough inclination and intuition on the part of the partners to believe that they could work together for positive change.

### Questions to Consider when Forming Partnerships

- Who will benefit?
- Who will be harmed?
- Is there a common purpose?
- Who will control the process?
- What beliefs about people and change are inherent in the project?
- How will participation be maximized?
- How will valued resources be shared?

*This excerpt is taken from a keynote address by John Lord to the National Conference on Independent Living held in Winnipeg in August, 1994. Copies of the full transcript of the speech are available from the Centre. John is a founder and a former Coordinator of the Centre.*





## Opening New Doors by Jack Scott

The Opening New Doors Partnership Project has ended in its present form. It is now continuing under its former name, Opening New Doors, but with a new format. This project was built on a partnership involving the Federal Government's Human Resources Department, the Provincial Government's Ministry of Community and Social Services, the Canadian Association for Community Living and the Ontario Association for Community Living. It was a demonstration project that looked at new ways to support people with developmental challenges who are living in institutions - and who want to live in the community, now that the institutions are closing. This project, also known as the Deinstitutionalization Project, was funded jointly by the Federal and Provincial Governments and operated jointly by the Canadian Association for Community Living and the Ontario Association for Community Living. This form of partnership was also set up in five other provinces - Alberta, Saskatchewan, Manitoba, Prince Edward Island and Newfoundland. In Ontario, three sites operated an Opening New Doors Project: Waterloo, Peterborough and Ottawa.

Now that the Demonstration Project funding has ended, the Waterloo Opening New Doors Steering Committee is laying plans to remain in operation. A proposal has been submitted to the Trillium Foundation for multi-year funding. We have been invited to submit a full proposal to their meeting in December. This is very encouraging. The Waterloo group is working hard to secure funding and other support from the community to keep as much of the project operational as possible until Trillium funding is secured. This searching out continues to build partnerships in the community with such organizations as the KW Association for Community Living, the KW Habilitation Services, the Ontario Association for Community Living, People First, the Midwestern Regional Centre, the Developmental Services Planning and Advisory Council, the Ministry of Community and Social Services, the Support Clusters Network of Ontario and the Canadian Mental Health

Association. Proposals for funding are being sent to more funding groups in the community to seek immediate support. The self-advocate committee People Helping People is planning some fund-raising events, including a dance and a raffle.

There are three main thrusts to the Opening New Doors Project - person centred planning, individualized funding and community development. To secure funding to continue the first two aims, community development is taking the spotlight. Our needs are making us further broaden and strengthen our community connections and supports. As community connections increase, the success of Opening New Doors will increase with it. It is hoped that Opening New Doors' approaches will have a continuing impact in this community over the years, in building strong roots in the community for people who are developmentally challenged.

*Jack Scott is the Executive Director of the Kitchener-Waterloo Association for Community Living, and a long-time Friend of the Centre*

### Student Internship

The Centre often has part-time graduate student internships available to assist with Centre projects. The internships provide an opportunity for students to develop their skills and knowledge in the type of research undertaken by the Centre, such as qualitative and participatory research and evaluation. Currently we have two students working with us, Margaret Douglin and Jane Keeler from Wilfrid Laurier University.





## Common Sense Ideas for Hard Times by Bruce Kappel

Hard times are not new to the families of people with developmental disabilities. Families have always had to worry about what will happen when they are gone. Families have always had to face the reality of waiting lists longer than time. In today's hard times, people with disabilities, their friends and families, and community organizations are finding both old and new ways to enter into partnerships that further stretch available resources.

In Kingston, for instance, the local Association for Community Living (ACL) has helped former workshop participants develop worker-owned cooperative businesses. The owner-workers decide how to split the profits and pay themselves. Fellow "clients" become partners in industry.

In community after community, families and people with developmental disabilities are entering into partnerships that enable individuals to own their own homes. In one community, a local agency helped three men get very low interest financing so they could buy their home. In another, a family sold their home and bought a duplex. They live on one side, their son and two other young men with disabilities live on the other. The local ACL and the family together provide support. In another community, the local ACL has formed a housing corporation that enters into joint ventures with families and individuals to buy their own homes. In at least one community, Habitat for Humanity has become a housing partner. The family, with help from the local Association, is contributing the sweat equity.

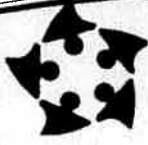
In Brampton, a group of parents, with the help of the local ACL, has formed an organization to provide advice to trustees who administer funds. The group signed an agreement with a major trust company that recognizes the group as an advisor and substantially lowers the amount of money that must be in a trust before the trust company gets involved. As a result, families can establish a trust with much less money by naming the organization as advisor. A major focus of the advising organization will be to help form and sustain support circles while parents are still alive.

Increasingly, people with disabilities are entering into community life and sharing partnerships with other people and families. Through family home, associate family, and life sharing approaches, individuals are living with non-disabled roommates and families. In some cases, the person with a disability welcomes other people into his/her home. In other cases, the person with a disability moves into another family's home. One local ACL has emptied its group homes by developing different kinds of sharing arrangements. Many community agencies have used such arrangements to prevent people from entering group homes in the first place. Many children have remained with their own families because associate and extend-a-families have welcomed a child into their homes for different periods of time.

Most of these partnerships have been around for quite a while now. In more recent hard times, however, there is growing interest in them. One of the challenges will be to ensure that the governments of the day and other forces do not find new ways to disable even these good ideas. Housing co-operatives are certainly under attack. In British Columbia, the government is considering denying financial assistance until individuals use up their trust funds. Organized labour is attacking the notion of life sharing arrangements. New partnerships.. old challenges.

*Bruce Kappel is an independent consultant, who has worked in partnership with the Centre on several projects.*





## Independent Living Resource Centres: A Research Partnership for the Centre by Peggy Hutchison

This research project was funded by the Social Sciences and Humanities Research Council (SSHRC) under a new four year program called the "Integration of Persons with Disabilities Joint Initiative". Under the conditions of this initiative, all proposals had to be based on a partnership between researchers and disability groups. A research partnership was formed by a group of university researchers from Brock University, the University of Waterloo, and Wilfrid Laurier University, the Canadian Association for Independent Living Centres (CAILC) and the Centre for Research and Education in Human Services. Together these partners developed the research study entitled "The Impact of Independent Living Resource Centres in Canada". The project was highlighted by consumer involvement, the unique contribution of each partner and their commitment to the partnership.

In discussion with their Board of Directors, CAILC negotiated specific arrangements and guidelines for their involvement to ensure maximum consumer involvement. The research project was unique in its focus on the consumer perspective; without the partnership with CAILC, the study would not have evolved as it did. The contract, signed by the partners, required that CAILC be involved in each stage of the research. All participants involved in the research received a summary of the study in the form of a newsletter (the newsletter is available through the Centre). Some of the money for the research assistants had to go to students and research assistants with disabilities and priority had to be given to training opportunities for these research assistants.

Each partner made a unique contribution. CAILC and its Research Committee brought a strong consumer perspective, which was the intent of the funders when designing the project. Their involvement made the research project truly participatory. The Centre for Research and Education acted as a bridge between the researchers and the disability partner. This was largely possible because of the relationship the Centre had with CAILC before this study. The trust between the com-

munity research centre and CAILC carried over to this project and proved to be valuable, especially early on when more negotiation and mediation were needed in the partnership. The university researchers had experience and success with coordinating research projects, grant writing, quantitative and qualitative methods, and accessing resources such as computers and research assistants.

The partnership worked well because each stakeholder was committed to the partnership concept. There were times when partners were less involved because of other priorities, but overall the commitment to the partnership remained strong. CAILC and its Research Committee were involved at every stage of the process, reviewing documents and offering possible directions for problem-solving. Their ongoing commitment and involvement in the entire process were reassuring to the researchers, who did not have to worry about whether consumers would reject the study at some point in the project.

*Peggy Hutchinson is a professor at Brock University and a former Centre staff and Board member. She has contributed to many Centre projects.*







## Project Updates

### **Community Action Programs for Children (CAPC) - Provincial Evaluation**

In January 1996 the Centre began a two-year provincial evaluation of the Community Action Program for Children in Canada. The overall purpose of the Ontario regional evaluation is to summarize the collective experience of the CAPC projects in Ontario. This project links local evaluations with the national evaluation data and identifies gaps for the provincial framework. We have completed site visits with all provincial 30 CAPC sites and are currently in the process of describing local evaluation plans. A Provincial Advisory Committee representing each of the five stakeholders (CAPC coordinators, local evaluators, staff, participants and Health Canada funders) is guiding this study. This evaluation is being conducted in partnership with the Centre for Health Promotion at the University of Toronto.

### **Community Action Programs for Children (CAPC) - Simcoe County**

Simcoe County has the largest CAPC program in the province. It brings together six local projects designed to help parents of young children who are "at risk" due to social, cultural or geographical isolation. The program works to prevent abuse, improve nutrition, and improve parenting skills. It also supports community members to mobilize around family issues.

The project began in January 1996. The evaluation design is highly participatory. Several parents have been hired as interviewers, and a large variety of stakeholders have been involved in the design process. The evaluation report, which will be completed in November, promises to provide useful insights for sustaining parent-driven grassroots groups.

### **Shifting a Paradigm in Community Mental Health: Community Study of Implementation and Change**

We are in Phase I of this exciting project funded by the Social Sciences and Humanities Research Council of

Canada and the Status of Disabled Persons Secretariat of Human Resources Development Canada. The two year project started in January 1996 and is a qualitative study with the goal of improving policies in the field of community mental health. The research team is interviewing service users, family members and service providers to determine what factors help or hinder the movement toward making the community more accommodating and accepting of people needing mental health services.

We are conducting this research project in partnership with primary investigators Geoff Nelson, of Wilfrid Laurier University and John Lord, the former Coordinator of the Centre. The community partners are three local organizations - the Canadian Mental Health Association, Waterloo Branch, Waterloo Regional Homes for Mental Health Inc., and Waterloo Region Self-Help. The project is guided by a stakeholder Steering Committee and an Advisory Group with provincial and national representation.

### **Kitchener-Waterloo Habilitation Services**

In July 1996, the Centre started a new one-year project with K-W Habilitation Services to evaluate their services. The purpose of the study is to understand and describe stakeholders' satisfaction with the type and quality of services provided by the agency and to generate recommendations for possible future service directions. The project began with the series of presentations to consumers, staff and family members who are involved with the agency.

### **Health Promotion**

The Health Promotion project, which involved acting as a resource for informal evaluations at 20 Ontario Health Promotion Demonstration Projects, is completed. An external evaluation of our role in the project was conducted by Bruce Kappel. Kristine Sisson led the development and pilot testing of a training module based on our work. The final report,



which summarizes our work over three years and includes recommendations, was submitted to the Ministry of Health in the spring. We found this project very rewarding in terms of the demonstration sites' feedback. It also gave us a great opportunity to learn how to support community groups with their own evaluation.

### **Evaluation of Peel Senior Link**

We have just completed a report that describes our evaluation of Peel Senior Link, a large supportive housing program based in Mississauga. The report is described in our "New Publications" section. This project is the latest addition to our growing body of work in the area of support services for seniors.

### **Ontario Community Support Association**

This project began in June and is designed to help the Ontario Community Support Association (OCSA) support its 300 member agencies to develop evaluation expertise. The project will begin by running four workshops with agencies from around the province. Each workshop will be oriented towards the evaluation of a particular type of program. The four program types are: meals on wheels, congregate dining, adult day programs and friendly visiting. Once each workshop is complete, we will use input from participants to develop a written evaluation resource binder customized to that particular program. The project promises to be an exciting opportunity to synthesize and share what we have learned about supporting internal evaluation and issues facing older adults with disabilities.

### **RAISE**

RAISE is a Home Support Service agency for the Elderly in Kitchener-Waterloo. Our Centre is conducting an evaluation of their Home Crisis Service - a community project to support seniors at risk of losing services and/or accommodation. This project began in July and is now in first phase of consensus building, planning and developing tools.

## ***New Publications From the Centre for Research & Education in Human Services***

### ***Peel Senior Link***

This report describes a supportive housing program that serves 14 subsidized housing buildings in Peel. The report explores the philosophy driving supportive housing, discusses the challenges involved in reaching out to isolated cultural minority groups, and compares service co-ordination models to on-site 24 hour care models. The report concludes that Peel Senior Link is an innovative and effective alternative to traditional models of care for seniors.

This report is available for \$10.00

### ***Outcomes of an Individualized Family Support Program***

This article is an examination of the importance of a large individualized family support program for the recreation and leisure participation of families and their disabled children. Though the outcome points to a provision of a new and exciting mechanism for families and children with disabilities, the authors point out some implications for community recreation and families.

This article is available for \$3.00

### ***Simcoe Village: A Supportive Housing Solution for a Rural Setting***

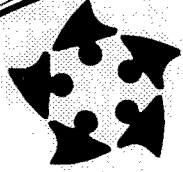
This report examines some of the challenges associated with running a supportive housing program for seniors in a small town. The report provides practical suggestions on facilitating integration into the community, de-linking services and tenancy and fostering effective collaboration with homes for the aged and community agencies. Simcoe Village has also been particularly successful in encouraging peer support within the building.

Executive Summary \$5.00

Evaluation Report \$10.00

To order your copy of our recent publications, please send a cheque or money order to: *Centre for Research & Education in Human Services, 26 College Street, Kitchener, ON N2H 4Z9* (price includes shipping). Our latest publications list is available, if you would like to request it.





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The Centre for Research & Education in Human Services is an independent, non-profit organization established in 1982. The Centre works with professionals, consumers and other community members to create an understanding of human service policies and practices that affect citizens who have been disadvantaged.

The Centre works collaboratively with a range of groups and organizations in research, education and planning capacities.

The NewsReport is published twice a year. We hope to keep the community informed about the Centre's involvements and to address special issues.

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