SYNERGY:
Creating a New Vision for Living

December 6, 2022

SUMMIT REPORT

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Covenant Health   Covenant Care   Covenant Living   Health

INTRODUCTION

Canada is at a crossroads. In less than a decade, one quarter of Canadians will be over 65 and living longer. As Canada's population ages, there is an urgent need to reimagine aging to meet the expectations of a growing population of older adults—who are engaged, mobile, healthy and motivated to live their best life.

Canadians have made their wishes clear. We want to stay in our homes and communities as we get older. We want the opportunity to maintain our freedom, self-worth, identity and comfort. We want to play active roles in our community and have the independence, choice and supports we need to live full lives connected to everything we love.

The COVID-19 pandemic revealed how far we are from this goal. Numerous reports have shown that Canada is not realizing this vision and our approach is lagging behind the world in innovation and sustainability. Our systems, economy and society will be overwhelmed by growing demands in the decades to come.

COUR**AGE**: Action for Better Aging was launched to start a social movement for change and to mobilize a coalition to reimagine aging and spark innovation. Led by SE Health and the Covenant family, COUR**AGE** began with an exploration of what Canadians think about aging and what support they are looking for.

Over a 10-month period, COUR**AGE** engaged Canadians and organizations with an interest in aging across the country through interviews, meetings and presentations, survey, conversation circles and focus groups. The 122 engagement activities included over 800 contacts with a broad cross section of individuals and input from 70 organizations.

Building on the ideas, experiences and insights of this engagement, COUR**AGE** invited Canadians to come together to move the conversation forward. A virtual summit "**SYNERGY**: Creating a New Vision for Living" was held on December 6, 2022. Using the concept of **impact networks**, the Summit brought 181 changemakers and champions from across Canada together to offer their wide-ranging expertise, advice and experience with a common sense of purpose.

Imagining and building a better future is not a linear process. The Summit was the first step in the journey to explore new ideas, build bridges and form networks and connections to act as living systems for transformative action.

As paths emerged from the rich conversations of the day, participants were invited to continue this work to create a road map and action plan for change. This report captures the conversations, insights and opportunities that will guide us forward.

Impact networks
bring people together across sectors to tackle complex challenges. They are purpose driven and can "accelerate learning, spark collaboration and catalyze system change."

Ehrlichman, D. (2021). Impact Networks. United Kingdom: Berrett-Koehler Publishers.

SYNERGY: Creating a New Vision for Living

The half-day virtual Summit was designed to spark inspiration, innovation and insight through concurrent focused and facilitated discussions with small working groups. In these sessions participants explored six topics addressing key aspects of four main recommendations:

1 **Canada's Aging Plan**
Create a national aging policy statement with the intention of urging the federal government to create one for Canada.

2 **360 Living Model**
Design a model where housing, health, social and lifestyle needs are intertwined and can be advanced together.

3 **Building Bridges**
Accelerate and sustain the connection of existing community initiatives.

4 **Uniting Change Makers**
Ignite a grassroots movement to amplify efforts that empower current and future adults, families and caregivers.

The event began with remarks on the importance of creating a vibrant future for aging in Canada from The Hon. Kamal Khera, Federal Minister for Seniors, as well as from COUR**AGE** organizers—SE Health and the Covenant family.

A Fireside Chat moderated by The Globe and Mail's André Picard with four panel experts set the stage for rich discussion by exploring some provocative concepts and ideas about aging and society.

This report presents the ideas explored in the **Fireside Chat** and summarizes the key highlights of the working groups' **Courageous Conversations**. It summarizes some **Collective Wisdom** around broad concepts that arose through the day. The **Conclusion** provides a bird's eye look at the collective advice gathered. Finally, Appendix A outlines some **Forms of Action** to consider; Appendix B is a list of **Participants**.

FIRESIDE CHAT

Four panelists kicked off the discussion with reflections that inspired participants to be creative and courageous, to delve deeper into provocative concepts, and to explore connections between ideas as they came together in the working groups. The following pages provide an overview of the Fireside Chat presentations.

André Picard, health reporter and columnist for The Globe and Mail served as moderator. His 2021 book Neglected No More explored the urgent need to improve the lives of Canada's older adults following the COVID-19 pandemic.

Picard, A. (2021). Neglected no more: The urgent need to improve the lives of Canada's elders in the wake of a pandemic. Random House Canada.

Healthy Aging

Dr. John Beard
Director, International Longevity Centre USA, Columbia University

What are the key principles in innovation in healthy aging?
What should Canada consider in developing a national aging strategy?

Reframe the way we think about aging
Combat the ageist stereotypes that influence the questions we pose and the solutions we look for.

Be person-centred
Older adults are diverse and services need to be created around specific needs.

Most older adults fall into 3 groups

1 **Robust and healthy**
Prevent the onset of disease by encouraging healthy behaviors, putting in place screening programs and having effective primary care.

2 **Some decline in capacity**
Provide integrated care for multiple, chronic health conditions. Use the principles of age-friendly cities to create an environment that helps them to adapt and maintain capacity.

3 **Those with significant decline**
Long-term care in all its forms: provided by family caregivers, or in the community, or institutional. Provide a life of dignity, meaning and purpose

Meet an older person's basic needs. Strengthen opportunities for them to engage with society, maintain relationships, and help them get where they need to go. Support their autonomy and personal growth.

"

Surprisingly small things can enhance meaning and purpose. At the bakery, even the person on the other side of the counter saying 'hi' and knowing your name can make a difference.

Hope/advice for the next six months
Build a very clear vision which will help you frame all actions.

Mobilizing Future Older Adults

Sherry Baker
Co-Chair, Older Adult and Caregiver
Advisory Committee, AGE-WELL

How do we mobilize current and future older adults?

Leverage the power of networks. How we can get right down to the grassroots involved, the people.

Engage early and in different ways. Bring older adults into the conversation from the beginning, and make sure they are heard.

> " *Nothing for us without us.*

Talk to future older people. Where do they want to be and what do they need to do to get there safely and fully engaged.

Foster an iterative process. Have skilled people to facilitate discussions and bring ideas together, test them and it will be iterative.

> *We can't follow a one-size-fits all for everybody. We need to learn to give up control as changemakers.*
>
> *Listen to what the people are telling us and provide them with a variety of tools that will help them determine what their next steps are. That is really, really hard.*

A collective coordinated response.

Example: BC Association of Community Response Networks -- Service providers, the agencies, the seniors and others worked to address the issues of abuse, neglect and self-neglect.

Hope/advice for the next six months
A commitment from Canada and from Canadians to actually start the work.

Activating Community-based Organizations

Karen McDonald
Executive Director
Sage Seniors Association

How do we activate community-based organizations across the country respective of and complementary to other sectors?

Value of community organizations

- Agility and responsiveness
- Proximity and understanding of the needs of the people
- Ability to engage volunteers and philanthropy to support the delivery of services

Barriers to activating community-based organizations

Workforce -- How do we support a robust, highly qualified and engaged workforce in the community-based sector?

Funding -- The sector is dependent on piecemeal, precarious grant funding, and fundraising. This escalates competition between organization and increases challenges around recruitment and retention within the workforce.

The need for investments

Building sector capacity -- Governance, data and evaluation structures, advocacy and public policy efforts to work in a complementary and systemic fashion with other systems.

Programs and services delivered by the community-based organizations are important. Why?

More than
60%
of health outcomes are driven by social determinants of health.

We cannot artificially discount the true cost of delivering essential non-medical community-based supports. You have to have intentionality around investing in these supports.

"

If we want a true 360 Living Model, true integration between sectors to move away from that power dynamic between sectors and value the contributions and impact of all sectors equally.

Hope/advice for the next six months

I hope we can continue the momentum towards planning a national Community-Based Senior Services Sector Summit.

Transformative, Collaborative Change

Bianca Stern
Executive Director, Centre for Aging + Brain Health Innovation

How do we help changemakers in all sectors create transformative, collaborative change? How do we ensure success in creating impact networks?

Five critical components:

1. Expand the way we think
Social movements are complex adaptive systems. They're messy, but they have patterns, and they have rules. We have to view them through a different lens that can expand our scope of seeing and understanding.

2. Be a change agent: We all are!
Each of us has a small network – we can connect those networks. We are participants and catalysts. Include all stakeholders, "end users" and those who have formal roles e.g. knowledge brokers.

3. Foster genuine relationships and leverage connectivity
New behaviors emerge from interactions. How do we create trusting relationships that embody a dynamic, fluid connectivity which lies at the core of transformative change?

4. Apply knowledge mobilization tools and strategies thoughtfully
Understand, translate and mobilize knowledge: How might we understand needs and motivations of the different players and leverage each audience's way of being, sharing, and activating?

5. Build impetus, intention and momentum for change
What do we want to have happen and how might we communicate that rallying cry that inspires? How might we create enabling conditions? How do we take simpler systems that work well and link them to create sustainable momentum and emergent, continuous change and?

> *Together we can leverage connectivity, unlock value, foster collaborative learning and take collective action to create transformative change!!*

Hope/Advice for the next six months

- Create connections and dialogue through purposeful facilitation and intentional knowledge exchange.

- Crystalize a rallying cry, raise government awareness and invite participation in the impact network we're creating.

COUR**AGE**OUS **CONVERSATIONS**

The Summit offered 20 working group sessions focused on six topics related to the main recommendations. These sessions provided a space for small groups to share insights, explore important questions, and create the conditions where a shared, focused path of action could emerge. Participants built on shared knowledge and insight to identify some tangible opportunities to work together in realizing a new vision for aging in Canada.

Recommendation	Working Group	Focus		Sessions
Canada's Aging Plan	#1	Policy Statement	6
360 Models of Living	#2	Design a model	6
	#3	Spread and scale	2
Building Bridges	#4	Gather and share	3
Unite Changemakers	#5	Grassroots movement	2
	#6	Public Awareness	1
TOTAL Working Group Sessions			20

Through a pre-Summit survey, participants helped to shape the focus of these sessions and to curate a package of materials by sharing their insights and key resources. The number of working groups for each topic was determined by participants' selected preferences.

Drawing on the wisdom of the group through a process of guided discussion, each session identified and explored some concrete steps, building blocks, priorities or actions toward that working group's goal statement. These will help shape a backbone of collective action and help launch **the impact network** that will continue building on the Summit.

Recommendation: Canada's Aging Plan

Create a national aging policy statement with the intention of urging the federal government to create one for Canada.

Working Group #1 Highlights

Create a comprehensive and multi-sectoral national aging policy statement that reflects the social determinants of health and Canada's diverse population.

A robust policy statement is an important tool, when combined with education and legislation and accountability towards a desired change. At the same time there is power in a simple statement or declaration capturing a clear sense of purpose, vision and a rallying cry for change.

A core component is forming a narrative around quality and what meaningful quality of life looks like for older adults. This needs to come from the community—both the organizations that focus on aging and from older adults and those around them.

"Many other countries are looking at aging as an economic driver and as an agent of change."

Participant Working Group #1

The narrative needs to address ageism and challenge our societal biases around aging and needs. Most importantly, a person-centred approach needs to reflect the diverse needs and perspectives of Canadians—gathering the wisdom, experiences and hopes of older adults and their circles of support from different ages, abilities, circumstances, cultures, languages, traditions and viewpoints.

It's important that public awareness, education and policy work together in tandem. This needs to be grounded in a clear and compelling definition of quality and the choices and supports that are needed. This description needs to resonate with Canadians of all ages in a tangible way. It needs to be an articulate case for decision-makers to drive change.

> *"We need to be crystal clear exactly what we're pushing a changemaker or policy maker to make a… decision on or to fight for."*
>
> Participant Working Group #1

The path forward also includes creating a groundswell around specific critical changes that are needed and identifying indicators to support progress and accountability.

As we work towards this transformation, we can build on many documents and strategies at the local, national and international level that have been effective in mobilizing action and driving transformational change.

Recommendation: 360 Living Model

Design a model where housing, health, social and lifestyle needs are intertwined and can be advanced together.

Working Group #2 Highlights

Explore ways to accelerate 360 Living Models that combine health, housing, lifestyle and social needs that can support older adults throughout their life journey.

A core theme in the concept of 360 living is that the needs of individuals and communities are unique and one size does not fit all. We need to look at a range of models or a blueprint that can build on and adapt to the different strengths of each community.

Of note is the potential for citizen-led, self-directed funding models that respect the agency of older adults to contribute directly and design their own future in a way that balances both risk, dignity and quality of life.

A framework for collective local action could include the role of navigators to help older adults connect with local services within their community and resources.

We know there are various challenges in having different levels of government come together to serve older Canadians. It is important to explore ways to shift more funding, empowerment and accountability to the local level—municipalities and community.

The role of backbone or infrastructure funding is also a key consideration in bringing different players and sectors together to design new solutions. In all of this, it's important that 360 models are not just available to a privileged few, but are designed in ways that are affordable and accessible for all.

> *"We need to really shake up the ways we think care needs to be organized for older adults and make it possible for them to organize for themselves."*
>
> Participant Working Group #2

There is benefit in starting with what's simple and what's working in existing models and to begin to scale from there. We need strong indicators to propel further momentum and investment. Multi-sectoral funding tied to effective quality indicators is key to provide incentive for decision-makers and governments.

There's also merit in leveraging evolving technology and data as enablers for collaboration and sharing among sectors and organizations. Strong key performance indicators are needed to make the case for further and future investment.

"Crowd source all of the programs/projects underway in one place; pick a few that show promising impact and bring it forward to all levels of government with clear asks."

Participant Working Group #2

Working Group #3 Highlights

Discuss ways that can help or hinder the spreading and scaling of successful and/or promising 360 Living Models (including issues of affordability, access, and choice) as well as generating practical solutions for the way forward.

There are many ways of looking at the 360 model of living and several examples and definitions, but it all comes down to living and aging in the place that we call home and communities we love—on our own terms and with everything we need coming together to make that happen. In this, there is no one correct model. The ability to adapt and customize is key.

It's important to view the different social and practical supports that adults depend on to live in community as essential services, necessary for health and wellbeing. Articulating the value of these services to society is key to moving from a patchwork approach to a model with adequate funding and sustainability that supports co-operation over competition.

"We have [to have better funding mechanisms] to support organizations to deliver essential services that are now embedded in our health system. It's not a 'nice to do' anymore. It's an essential way we support seniors in community"

Participant Working Group #3

Across Canada, there are many examples of innovative models, mobilized within community to meet specific needs, delivering great outcomes. But these initiatives are often working in silos to solve similar challenges, using different terminology and descriptions. Many successful pilots are not sustained or shared with others who may be able to adapt, spread or scale the benefits.

Fostering 360 living models involves both information sharing and collaboration across partners and networks. Armed with some common language, evaluation data and success stories, we are better able to come together as a network to organize around policy, advocacy or innovation to bring about change.

Recommendation #3 Building Bridges

Accelerate and sustain the connection of existing community initiatives.

Working Group #4 Highlights

Delve into ways of Building Bridges to gather and share community initiatives and insights from across the country. Are there existing channels that can be expanded? What funding and resources are needed to allow this activity to be organic?

Building an impactful and sustainable network requires a clear purpose and defined vision. A plan to move this vison forward needs a clear focus and specific objectives, such as to learn from each other, work to solve a specific problem or advocate for an issue.

"We need to meaningfully involve people affected by the activity we are generating here—realistically to the extent of their interest and abilities— and be guided by their direction."

Participant Working Group #3

We also need to define our scope and our role as a backbone organization or network of networks. This includes being clear about the population we hope to serve and the level of change we are hoping to bring about.

This clarity is key to meaningfully and authentically involving those who will be directly impacted, including communities, caregivers and partners, in setting the vision and contributing to the development and efforts of the network.

> *"How do we innovate in a co-ordinated way—take something that somebody else has created into a proven, scalable model and jumpstart some of that implementation cycle?"*
>
> Participant Working Group #4

The next important step is developing an inventory of the existing formal and informal resources and networks, nationally and locally before attempting to build something new. There may be opportunities to facilitate or formalize interconnections or relationships and to leverage capacity that already exists. All of this will help to formulate an action plan to achieve this vision, with defined resources and leadership.

There's opportunity to be innovative in our approach, reaching across sectors and seeking innovative sources of multi-year funding and secondments of expertise and leadership to come together in an intense way to solve a problem. Related to this, it will be key to define, measure and celebrate success to sustain the momentum into the future.

> *"It's not just about sharing knowledge, but taking that into a hackathon mentality to take on some wicked problems."*
>
> Participant Working Group #4

Recommendation #4
Unite Changemakers

Ignite a grassroots movement to amplify efforts that empower current and future adults, families and caregivers.

Working Group #5 Highlights

*Explore ways to **Unite Changemakers** in galvanizing a grassroots movement. Build on existing strategies and brainstorm ways to co-create change at all levels of society.*

> *"One definition of 'galvanize' is to stimulate or excite as if by electric shock."*
>
> *"Galvanizing means taking us out of our comfort zones and looking from the bottom up."*
>
> Participants Working Group #5

When we think about what sparks and sustains a movement, we can think in terms of a lightning rod or a point of passion that drives change. The COVID-19 pandemic exposed human rights issues and myths around aging. Harnessing some of this anger and urgency can help galvanize a movement for a better future, using formal and informal mechanisms to spread a passionate message that emphasizes the continued vital importance of the issues COVID brought to light.

Currently, there are many voices and multiple approaches underway to address ageism and the unconscious bias and language that contributes to discrimination and marginalization. There is a need for a collective legitimizing voice that has power to influence and highlight things of importance that are getting lost in the social conversation.

This includes shifting the language and core perceptions of Canada's aging population from a focus on cost to a focus on value exchange in the prosperity of society.

> *"We're talking about a mobilizing channel with a bias to action, innovation and rethinking."*
>
> Participant Working Group #5

Practically, we need to study and learn from messages, motivation and momentum of movements that have had impact, such as the civil rights movement or grassroots climate change efforts. Mapping current coalitions is important in creating intentional connections to amplify effort and avoid duplication.

We need to think like an organization and act like a movement. Our initial impact network will need to look at the infrastructure and channels that will support change agents and mechanisms of change with a bias towards action. This includes developing tools and supports to study success, facilitate prototypes, experiment, evaluate and exchange information.

Successful movements create and harness tipping points that trigger momentum. We need to propagate compelling messages, and to identify the simple, urgent call that will resonate and spark dynamic dialogue with older adults, families, communities. In all of this, we need to hear, gather and share their stories to teach and inspire.

> *"You know you can't tell the whole story, but you can tell one story, right?"*
>
> Participant Working Group #5

Working Group #6 Highlights

Develop a public awareness strategy to Unite Changemakers by stimulating dialogue and action.

Canadians need to have a meaningful social conversation about aging that emotionally engages them as individuals and awakens everyone to the problem and impact of ageism. Learning from other successful social movements, raising public awareness and discourse will require a provocative approach that exposes harmful assumptions, demystifies aging and brings social value and benefits to light.

What's needed is to identify and gather a coalition of the willing—groups, movements and individuals willing to share, explore, collaborate, and amplify the message. Families, caregivers and organizations and communities who are tackling this issue are natural partners. But there is an opportunity—and a need—to reach further across generations, networks and sectors to identify and engage non-traditional supporters of aging as a network of changemakers to mobilize public will and advocacy.

> *"What's missing here are municipalities and cities with responsibility for local governance, building codes, transportation, community centres etc. I think there's a lot of opportunity to target [them] and drive towards a national vision."*
>
> Participant Working Group #6

An effort to shift the mindset on aging should include strategies to engage young people and support future older adults in making decisions and plans for their future. Identifying and connecting with advocacy groups, ethno-cultural communities and networks whose goals are aligned with a better approach to aging also could provide opportunities to leverage efforts towards common goals.

Framing messages, tools, campaigns and advocacy guides are important to this work. Storytelling is also a powerful tool to illustrate lived experience. Authentic and personal stories bring to light relatable human experiences and insights and highlight both the urgency and opportunity to create change.

COLLECTIVE WISDOM

Several insights emerged from discussions throughout the day. These ideas reflect some unifying principles and concepts to frame a collective approach to better aging for Canadians.

Rallying cry

Canada needs a clear, compelling unified expression of urgency, hope, and change to create a new future for aging. We need a clear manifesto to rally people across the generations around a grassroots movement that drives action and advocacy.

Think like an organization, act like a movement

Networks have collective power to bring about lasting change. Grassroots organizations can mobilize quickly with significant local impact. Focusing on progress over perfection allows us to harness these forces—learning, growing, evolving, and advancing transformative ideas and approaches.

Nothing about us without us

There will be no meaningful change without the voice and partnership of the people it will impact—older adults and their families and key circles of support.

Community and connection

Community-designed and citizen-led projects and services, often crossing generations and sectors, are powerful engines for belonging, quality of life and purpose for all members.

One size doesn't fit all

Crossing decades of lifespan, the population of older adults is tremendously diverse—representing a range of abilities, hopes, needs and circumstances and experiences. Each community is unique and the relevance and impact of our efforts depends on meeting local needs and circumstances.

Don't reinvent the wheel

There are many examples of good work and successes within the network and elsewhere—and opportunities to accelerate change through the sharing of knowledge, insights, tools and expertise. A spread and scale approach to innovation can expand the reach of proven practices, while customizing for local needs.

Addressing ageism

No change can happen without addressing root causes of ageism and the biases that are entrenched in our systems and society. In our societal focus on the economic cost of our aging population, we are missing out on realizing its tremendous value to society.

Start early

Engaging people of all ages in activities and conversations about aging reduces stigma, fosters understanding, and enriches society.

CONCLUSION

SYNERGY

Thank you to all participants for generously sharing your time, expertise, insights, courageous ideas and passion for forging a new future for aging. The Summit began with four big picture recommendations. Through open and energized sharing and discussion, a more detailed picture began to emerge—the beginnings of a way forward for Canada. Captured here are the points of synergy and collective interest and potential actions for the working groups.

Canada's Aging Plan

Write policy statement

Create and implement advocacy strategy and plan

360 Living Models

Inventory 360 models

Profile successful models

Create blueprint of essential design elements, common language and metrics

Advocate for blueprint with Governments

Explore sustainable funding models

Building Bridges

Inventory existing coalitions, networks, channels

Define vision, purpose and scope of "network of networks"

Define success and how to measure it

Define and promote the value of community-based services

Unite Change-makers

Map current grassroots groups, and cross-sectoral opportunities

Build infrastructure of agents

Create toolbox for engagement

Develop and implement informal and formal ways to mobilize messages

Craft storytelling strategy

Develop a Social Movement Strategy

Draft a manifesto with shared purpose statement

Study successful movements

Develop plan to amplify the manifesto

Define collective impact measures

APPENDIX A: FORMS OF ACTION

As the working groups honed in on and shared possible areas of focus related to the four recommendations, the collective wisdom generated synergy around some common forms of action. These types of actions were identified and can serve as a catalyst or focal point for individual and collective efforts to bring about change.

Create inventories and maps

Successful 360 Living models
Grassroots groups, coalitions, movements
Existing networks
Leading practices

Create blueprints and toolkits

Advocacy
Innovation and co-design
Community hubs
Leading practices

Harness community development

Inclusive engagement approaches
Intergenerational connection
Community-based advocacy
Navigation models
Neighbourhood solutions

Share expertise

Communities of practice
Project tables
Registries of coaches and mentors
Research and data sources

Build capacity to measure and relay value

Quality of life measures and standards
Common data gathering
Established metrics
Value proposition for social supports

Amplify through storytelling

Provocative messages
Profiling and sharing in the network
Amplifying vision and principles
Engaging older adults and their voice
Demonstrating value and impact

Explore alternative funding approaches

Multi-sectoral sources
P3s and industry investment
Philanthropy
Funding envelope for aging

Spread and scale

Successful approaches
Social prescribing
Naturally occurring retirement communities (NORC)

APPENDIX B: PARTICIPANTS

The Summit hosted 181 participants from across the country, including 27% who self-identified as an older adult.

AGE-WELL

Aging 2.0

Alberta Association on Gerontology

Alberta Council on Aging

Alberta Gerontological Nurses Association

Alberta Health

Alberta Health Services

Alliance for Healthier Communities

Alzheimer Society of BC

BC Association of Community Response Networks

Canadian Medical Association

CanAGE

Canadian Centre for Caregiving Excellence

Canadian Coalition for Seniors' Mental Health

Canadian Frailty Network

Canadian Gerontological Nurses Association

Canadian Red Cross

Catholic Association of Manitoba

Catholic Health Alliance of Canada

Catholic Health Association of Ontario

Caregivers Alberta

Careteam

CARYA

CBI Health

Centre for Aging + Brain Health Innovation

Change Rangers

Christian Health Association of Alberta

Covenant Family

Covenant Foundation

Deloitte

Edmonton Seniors Coordinating Council

Elder Abuse Prevention Ontario

En-AGE

Government of Alberta

Halton Healthcare

Healthy Aging Alberta

Healthcare Excellence Canada

Health Cities

Health Quality Council of Alberta

HelpAge Canada

Homecare Hub

International Longevity Centre Canada

Joseph Brant Hospital

Kaleidoscope XR

Kingston Health Sciences Centre

Manitoba Association of Seniors Centres

Mount Royal University

National Institute on Ageing

Norquest College

Ontario Community Support Association

Options Open

PrairiesCan

Price Waterhouse Cooper

Providence Health Care

Provincial Geriatrics Leadership Ontario

Queen's University

Sage Seniors Association

SE Health

SeniorsNL

Sheridan College

Simkin Centre

Sodexo

Tamarack Institute

Team CarePal

Telus

United Way British Columbia

University of Alberta

University of Calgary

University of Victoria

Wilfred Laurier University

Wing Kei Care Centres

Women's College Hospital

YouAreUNLTD

University Health Network

Westend Seniors Activity Centre