

SENIOR WELLNESS CENTRE INITIATIVE

ACTIVITY REPORT (2024-2025)



Population of English-speaking seniors 55+

353,085



28.2%

of total English-speaking population

The Senior Wellness Initiative (SWI) is a provincial program that consists of community-run health education and health promotion activities that aim to maintain and improve the health and well-being of English-speaking seniors, increase access to knowledge of health and social services, and decrease social isolation through purposeful and informed programming.

- ✓ 4,315 prevention and 20,417 outreach activities
- ✓ 7,208 senior participants
- ✓ 7 Community of Practice sessions
- ✓ 79,601 participations in prevention and outreach
- ✓ 590 volunteers
- ✓ 75+ resources & tools shared with SWCs
- ✓ Provincial and regional collaborations

120
funded sites*

*75 existing sites maintained and 50 new sites financed over 3 years (45 in year 1 and 5 in year 2)

16
regions served

96%
sites up and running



Impact:

- Provincial coordination
- Increased capacity of SWI's
- Enhance health related attitudes, knowledge & skills
- Increase access to information & services in English
- Reduced social isolation
- Increased autonomy & well-being
- Improved health outcomes

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INITIATIVE DE BIEN-ÊTRE POUR LES ÂÎNÉS DU CHSSN RAPPORT D'ACTIVITÉ (2023-2024)



Population d'ainés
d'expression anglaise de
55+

353,085



28,2%

de la population totale
d'expression anglaise

L'initiative pour le bien-être pour aînés est un programme provincial avec des activités communautaires d'éducation et de promotion de la santé qui visent à maintenir et à améliorer la santé et le bien-être des aînés d'expression anglaise, à améliorer l'accès à la connaissance des services sociaux et de santé, et à réduire l'isolement social grâce à une publication ciblée et informative.

- ✓ 4,315 prévention and 20,417 activités de sensibilisation
- ✓ 7,208 participants aînés
- ✓ 7 sessions Communautés de pratique
- ✓ 79,601 participations en prévention et sensibilisation
- ✓ 590 bénévoles
- ✓ 75+ outils / ressources partagés
- ✓ Collaborations provinciales et régionales

120
sites financés*

*75 sites existants maintenus et
50 nouveaux sites financés sur 3
ans (45 l'année 1 et 5 l'année 2)

16
régions desservies

96%
sites opérationnels



Résultats attendus :

- Coordination provinciale
- Renforcer la capacité des centres SWC
- Améliorer les attitudes, les connaissances et compétences en matière de santé
- Améliorer l'accès à l'information et aux services en anglais
- Réduire l'isolement social
- Accroître l'autonomie et le bien-être
- Améliorer les résultats en matière de santé

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CHSSN SENIOR WELLNESS CENTRE INITIATIVE

ACTIVITY REPORT: BUILDING A HEALTHIER, MORE CONNECTED SENIOR COMMUNITY

2024-2025

This initiative is made possible through funding from
the Secrétariat aux relations avec les Québécois d'expression anglaise

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The views expressed herein do not necessarily represent the views of the gouvernement du Québec.

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HEALTH EDUCATION AND HEALTH PROMOTION FOR SENIORS: A FOCUS ON PREVENTION

BACKGROUND

This community initiative will support 34 English-speaking organizations to implement health education and health promotion activities to isolated English-speaking seniors in 125 sites across Quebec in 2024-2027. The main goal of these activities is to break down social isolation, increase access to information in English, and increase autonomy and well-being through purposeful programming.

WHAT MAKES A SENIOR WELLNESS CENTRE UNIQUE?

- Community-based in collaboration with health and social service professionals
- Focus on prevention through health education and health promotion activities
- Culturally and linguistically adapted
- No criteria for participation

ANTICIPATED ULTIMATE OUTCOME

- Optimal aging in the community for English-speaking seniors in Quebec
- See Appendix A for Logic Model



SWI ACTIVITIES AND OUTCOMES

COORDINATE AND DELIVER HEALTH EDUCATION AND PROMOTION ACTIVITIES TO ENGLISH-SPEAKING SENIORS

- ✓ 120 SWC sites open
- ✓ 4315 health education/health promotion and 20,417 personalized outreach activities
- ✓ In-person, virtual and hybrid
- ✓ 79,601 occurrences of senior participation (65,255 health and 14,346 outreach)
- ✓ 7,208 unique participants (79% women)
- ✓ 590 volunteers (77% women)

ANTICIPATED OUTCOMES

Through completion of the above activities, the following outcomes for English-speaking seniors are planned:

- Enhanced health related attitudes, knowledge and skills
- Increased access to information and services in English
- Reduced social isolation
- Increased autonomy and well-being
- Enhanced health outcomes



SWI ACTIVITIES AND OUTCOMES

A DEEPER LOOK AT THE ACTIVITIES

Purpose of Activity	<ul style="list-style-type: none"> • 12% Health Education • 63% Health Promotion • 25% Both
Gender Identity (participations)	<ul style="list-style-type: none"> • 72% women • 14% men • <1% gender diverse • 13% unreported
Duration of Activity	<ul style="list-style-type: none"> • 83% less than ½ a day • 14% half a day • 3% more than half a day
Particular Demographics	<ul style="list-style-type: none"> • 44% Age (younger/older seniors) • 4% Gender • 5% Cultural Community • 12% Level of Ability • 1% Impairment/Disability • 1% Caregivers • 34% no specific demographic
Resources Used	<ul style="list-style-type: none"> • SHARP/CHEP used 244 times • Knowledge Hub and other shared resources used 180 times • Cummings Virtual Learning used 27 times • Student interns from a variety of programs including therapeutic recreation
Collaborations	<ul style="list-style-type: none"> • 67 collabs with CISSS/CIUSSS • 195 collabs with Educational Institution • 18 collabs with Municipal Police Service • 757 collabs with other non profits • 1012 collabs with private business/independent professional • 227 other collabs including each other, financial institutions, residences, pharmacists, legions, clubs des ainees, tables des concertation

SWI ACTIVITIES AND OUTCOMES

A DEEPER LOOK AT THE ACTIVITIES - HEALTH EDUCATION

SWIs offered Health Education Presentations on the following topics:

Active Living
Nutrition
Mental Health
Sleep
Fall and Injury Prevention
Elder Abuse
Medication/Pharmaceuticals
Complementary Therapies
End of Life/Palliative Care
Vision/Hearing Loss
Bowel and Bladder
Neurocognitive Disorders
Foot Care
Skin Care
Pain
Diabetes
Men's Health
Women's Health
Dental Hygiene
Navigating the System
Complaints
Fraud
Will's and Mandates
Driving safety
Etc.



SWI ACTIVITIES AND OUTCOMES

A DEEPER LOOK AT THE ACTIVITIES - HEALTH PROMOTION

Domain of Wellness	Types of Activities	Benefits
Physical	Aerobics Chair exercises Pickleball Walking Dancing Tai Chi	Improve physical, cognitive and mental health, reduce risk of chronic disease, reduce stress and anxiety, reduce falls, longevity
Cognitive	Games and puzzles Learning new skills Memory games Trivia Current events discussion	Maintain healthy cognition, improve memory, slow down decline, longevity
Creative	Arts and Crafts Gardening Music Drama Writing	Improve well being, sense of purpose, reduce stress, increase confidence, longevity
Social	Volunteering Discussion groups Support groups	Reduce social isolation, increase social network, longevity
Emotional/ Psychological	Mindfulness Gratitude Spirituality Reflection Self-care	Sense of meaning and purpose, slow decline, relieve pain, reduce stress, anxiety and depression, longevity
Outings/ Special Events	Holiday Celebrations Birthday Parties Cabane a Sucre Museum visits etc	Create a sense of community, increase social interactions, opportunity to celebrate, creating hope

SWI ACTIVITIES AND OUTCOMES

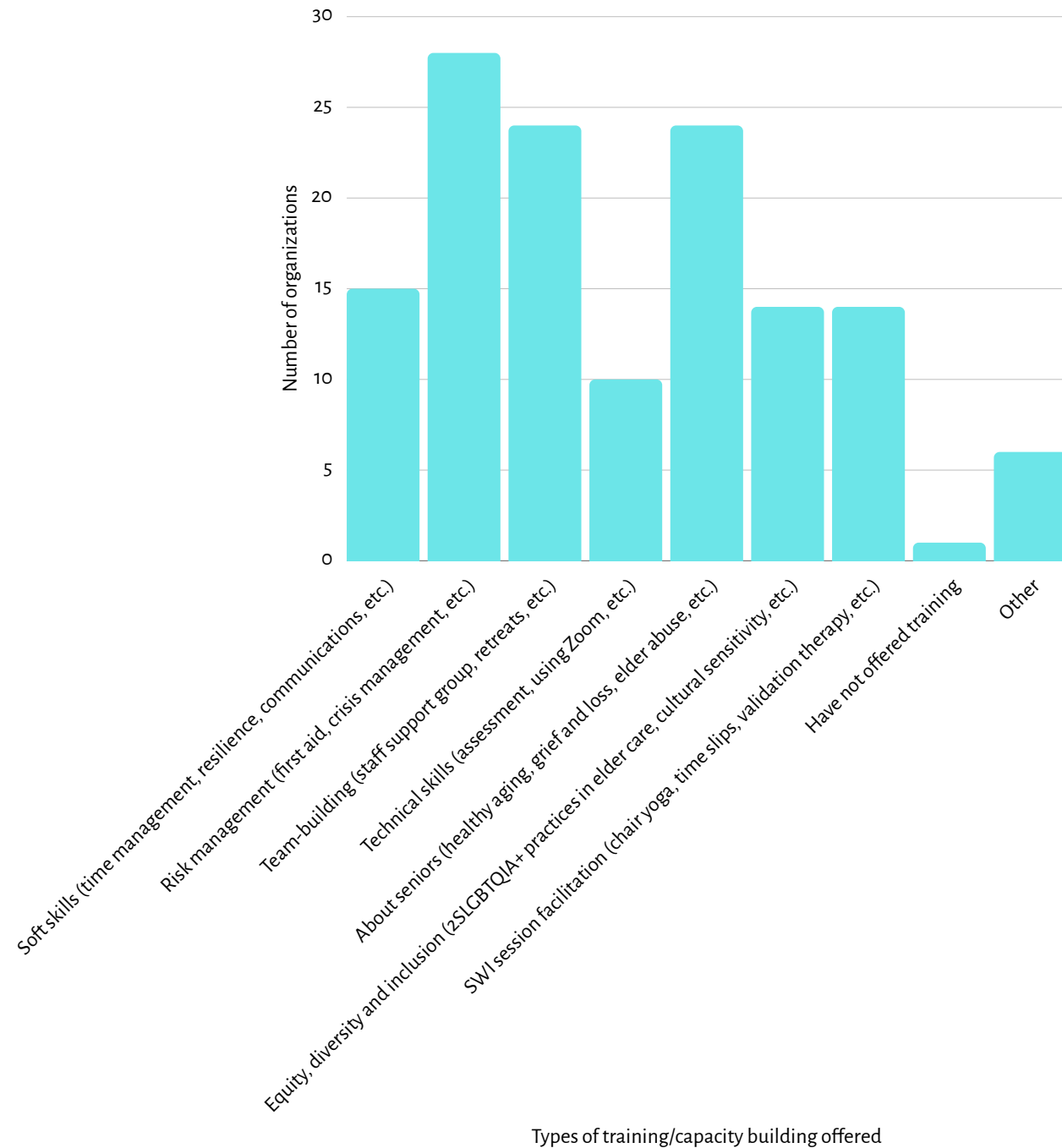
A DEEPER LOOK AT THE ACTIVITIES - PERSONALIZED OUTREACH

Outreach phone calls	Referrals to health and social services	Dissemination of health-related materials	Other personalized outreach
13,774 phone calls	4,137 referrals	2,506 instances of material dissemination	4 other types of personalized outreach
3,089 unique people called 2,740 women 885 men 2 gender-diverse	990 unique referrals 748 women 222 men 1 gender-diverse	10,267 total individuals reached	25 orgs - digital literacy 21 orgs - doing home visits 24 orgs - sending care packages 18 orgs offering transportation to/from centres

Additional personal outreach efforts	Specific Actions
Peer & Community Engagement	Peer ambassadors invite other seniors; Outreach to senior men; Peer support to reduce isolation
In-Home & Personal Contact	Home visits; Birthday card mailings; Check-in campaigns; Referral forms with support questions
Residences & Healthcare	CHSLD and LTC programming; Partnerships with CLSCs & care providers
Outreach events	Large social events to get new people; virtual activities for people that can't come in person
Publicity & Promotion	Flyers, guides, calendars; Social media and email; Kiosks at public events; Door-to-door
Community Referrals	Churches, pharmacists, banks, clubs, local cafés and community hubs for finding vulnerable seniors
Accessibility & Support	Transportation and mobility support; Government website navigation help; Language assistance

SWI ACTIVITIES AND OUTCOMES

STAFF AND TRAINING OPPORTUNITIES



SWI ACTIVITIES AND OUTCOMES

VISIBILITY - SRQEA logos

<u>Types of visibility</u>	<u>Outcomes</u>
Emails	28,794 emails
Social media	2,005 social media posts
Flyers	4,641 flyers
Press releases	1 press release
Newsletters	3,581 newsletters
Reports/Research articles	23 reports/research articles
Media attention (news, etc.)	80 media appearances/mentions
Webpages	79 webpages

SWI ACTIVITIES AND OUTCOMES

PROMISING PRACTICES FOR SENIOR WELL BEING AND ENGAGEMENT

Health & Wellness

- Annual Health Caravan with CEGEP: Free tests & Q&A (nursing, emergency care, dental hygiene)
- Foot Care Clinic: Promotes good foot health & raises awareness of comorbidities
- Pain Management Workshop: Teaches non-medication methods to reduce pain & isolation
- Occupational Therapy Activities: Popular and well-received programming

Outreach & Inclusion

- Home Visits & Outreach Calls: Reduce isolation and connect with hard-to-reach seniors
- Walk for Wellness: Public event spotlighting mental health & elder abuse
- Evening Socials: Target younger seniors with age-appropriate events
- Free Library: Encourages connection through shared resources

Partnerships & Collaboration

- Community Partnerships: With CHSLDs, CISSS/CIUSSS, and other organisations to expand reach
- Streamlined Referrals: Intake questionnaire helps assess needs quickly

Education & Information

- Coffee Chats with Health Experts: Informal way to discuss health topics
- Community Resource Guide: Practical support on physical, mental & social well-being
- Student-Led Workshops: Higher turnout when framed as support for student learning

Digital Engagement

- Livestreams & Online Programs: Engage homebound and non-members
- Private Facebook Group: Keeps members connected and informed

Member & Volunteer Involvement

- Co-Host Model: Encourages member-led events
- Volunteer Participation: Boosts activity turnout and community outreach

Physical Activity Variety

- Accessible Fitness: Range of difficulty levels—so popular, many are waitlisted!

SWI ACTIVITIES AND OUTCOMES

SUCSESSES AND CHALLENGES

Category	Success	Challenge	Both	Neither
Staff Turnover	12	9	4	7
Reaching Isolated Seniors	7	5	20	0
Removing Participation Barriers	12	8	10	2
Meeting Needs of Diverse Seniors	14	0	11	7
Funding Limitations	8	12	10	1

Additional Successes	Additional Challenges	Recommendations/ Considerations
<ul style="list-style-type: none"> Increased membership and volunteer engagement More variety in programming Seniors feeling more comfortable Joined regional consultation tables Formed new partnerships 	<ul style="list-style-type: none"> Funding constraints, especially for health services Difficulties in outreach (esp. male and younger seniors) Low participation in online formats and winter months Trouble securing consent for photos Space and transportation limitations in rural areas 	<ul style="list-style-type: none"> Strengthen Peer Learning Address rural and demographic participation gaps with tailored outreach refine shared resources Monitor Risk Management Practices

CHSSN ACTIVITIES AND OUTCOMES

PROVIDE FINANCIAL RESOURCES TO NEW AND EXISTING SWCs

- 75 existing sites maintained and 50 new sites financed over 3 years
- See Appendix B for new map of SWC's

BUILD A COMMUNITY OF PRACTICE (CoP) AND KNOWLEDGE HUB (KH)

- 7 virtual CoP/networking sessions were held with high attendance and satisfaction rates
- In Person knowledge exchange October 2024
- Continued to share resources in the Knowledge Hub (Facebook group and shared Google Drive folder)
- Created and shared over 75 resources and tools in 2024-2025
- New collaborations were developed to offer programming and increase representation
- Feedback indicated that the sessions and resources created/shared were rated high for relevance, learning, and satisfaction
- In person visits and support to 10+ organizations
- Mid-year check in's and virtual support to all 33 organizations

ANTICIPATED INTERMEDIATE OUTCOMES

Through completion of the above activities, the following outcomes are planned:

- Improved sustainability of existing SWIs and extend SWI coverage
- Increased capacity of SWIs to service English-speaking seniors
- Established provincial coordination and development of SWIs



SWI ACTIVITIES AND OUTCOMES

COMMUNITY OF PRACTICE TOPICS AND FEEDBACK

COP Date	Topics covered
April 4, 2024	Year-end report 2023-2024 support Onboarding guide Risk Management Outreach
June 10, 2024	Bientraitance research report Tools for tracking unique participants Knowledge Hub
September 17, 2024	Needs Assessment presentation Reporting deadlines Educaloi resource Mental Health First Aid for Seniors Retreat Logistics
October 7-9, 2024 - in person	Opportunities over Problems Promising Practices in Health Promotion and Prevention Risk Management 1 and 2 Quality Management - Inclusive Practices Quality Management - Nothing About Us Without Us
November 27, 2024	ELAN ArtistsInspire Virtual Calendar Bullying
January 16, 2025	Workplan and budget 2025-2026 support Sharing activity resources Evaluation update Song writing activity "Resilience in the air"
March 11, 2025	Year end report 2025-2026 support Sharing activity resources

Community of Practice Feedback	Virtual COPs	In-person Event	Insight
Relevance	74% a lot 26% a little	93% a lot 7% a little	Topics align well with organizational needs
Knowledge Gained	51% a lot 49% a little	80% a lot 20% a little	Everyone took away some new learning
Implementation Potential	51% a lot 19% a little	80% a lot 20% a little	The sessions provided actionable knowledge
Ongoing resource support	54% very helpful 41% a little helpful 5% not at all helpful	N/A	Most participants value ongoing support tools, although for some it is less effective

Retreat: Main Takeaways

Shared Challenges, Shared Solutions: Many initiatives face similar obstacles, and troubleshooting together can uncover valuable solutions.
Inclusion Starts with Self: Inclusion also means caring for one's own mental health and well-being.

Self-Care is Foundational: Practicing and learning self-care techniques benefits both individuals and the seniors they serve.

Mindfulness and Balance: Incorporating mindfulness and taking things one step at a time helps manage workload and stress.

Risk and Mistakes are Part of Growth: Regular risk assessment is essential, and making and accepting mistakes is part of being human.

Strong Communication Builds Stronger Communities: Sharing knowledge and communicating well between partners and members is vital.

Fostering Inclusion and Belonging: Welcoming environments and encouraging participation deepen a sense of belonging.

Collaboration is Key: A team-based, collaborative approach with colleagues and other organizations strengthens programming and brings in fresh ideas.

Networks are Communities: Recognizing the network as a supportive community can encourage more outreach and connection.

Sustainable Innovation: It's okay not to constantly reinvent—what matters most is the connection that brings people back.

Practical Programming Tips: Requiring a minimum number of participants before launching new activities helps ensure engagement and avoid no-shows.

Testimonials

"I did enjoy the professionals who came in to share research and findings, it's always helpful to conceptualize at our SWC. They were really interesting and I love having individuals come and share in that way and as well as workshops for the opportunities to learn."

"The meeting was productive and enriching. The information covered was insightful and practical. Everyone actively participated and the break-out groups allowed for meeting others and sharing. Thanks for all the help and advice and the opportunity to exchange ideas."

"I really appreciated all the info. I am looking forward to everyone being able to share their activity ideas because I am really trying to focus on in-person programming as I build this SWI. Virtual programming can be interesting but comes with technical challenges; not easy to manage when I am completely on my own, having to set up and manage everything else too."

KNOWLEDGE HUB ACTIVITY

CHSSN has created and shared a variety of tools. Most sharing happens in the Knowledge Hub Google Drive and in our private Facebook Group (created in 2021).

Resources created by CHSSN

- Updated SWI Map (see Appendix A)
- Updated Logic Model (see Appendix A)
- Evaluation Plan
- Online and excel session reporting tool
- Risk and quality management toolkit
- What is SWI brochure
- Resilience in the Air video
- 8 SHARP videos available on YouTube
- Calendar for virtual programming
- Spring, Fall and Winter E-bulletins
- Tracking tool for CoP meetings and resources tool to be used for 2024-2027 reporting
- Updated year-end and session reporting tools

Resources shared by CHSSN

- 8 health promotion calendar days
- 7 activity resources
- 6 research and evaluation reports
- 5 funding opportunities
- 5 upcoming events
- 28+ other (invitations to participate in research, surveys, training opportunities, action plans, news, program management resources)

Facebook Engagement

- 121 total posts with the following hashtags (#resources, #training, #activities, #evaluation, #events, #reporting, #questions, #funding, #news, #caregiving, #LTC, #homecare, #volunteers)
- 120 comments
- 571 reactions
- Steady increase in engagement throughout the year across all variables

COLLABORATIONS AND REPRESENTATION

Federal Representation

- Community-Based Services for Seniors leadership council
- Canadian Coalition against Ageism - ageism awareness working group
- Linguistic minorities - palliative care working group

Provincial Representation

- Comité provincial en proche aide des communautés ethnoculturelles et anglophones
- Comité provincial en proche aide Measure 48
- Comité provincial à l'IU SHERPA pour le projet de recherche sur l'aide des minorités au Québec
- Comité provincial à la maltraitance envers les personnes âgées d'expression anglaise et de communautés culturelles
- Caregiver Grief Connection Advisory Committee

Research Collaborations

- UQTR: Needs Assessment for English-speaking Seniors: Maintaining Health and Well-being (funded by Health Canada)
 - Mixed-method approach with online questionnaire (565 responses) and 3 focus groups (34 participants) in remote, rural and urban locations
 - English-speaking seniors face additional burdens tied to language barriers including accessing services, exclusion from decision-making processes and the emotional toll of discrimination
 - Priorities identified include access to quality care (including dementia care, mental health and end of life care) and digital literacy for accessing online resources.
 - Findings presented at
- CREGES: Bienveillance and Active Aging in the SWI (funded by FRSC)
 - 4 world cafes with 163 participants and follow up committee meetings with participants from each group (remote, rural, urban and cultural community)
 - Bienveillance: respect, listening, patience, valuing, adapting to our needs, a feeling
 - Bienveillance at SWI: welcoming and inclusive space, providing resources and activities, referrals and support
 - Bienveillance in the community: safe and friendly neighbourhoods, places of belonging, celebrating diversity, fighting discrimination, age-friendly cities, accessible, affordable
 - Results presented at 7+ events and conferences
 - Next steps: bienveillance leading practice guide for SWI's, journal article, knowledge dissemination
- QUESCEN: A Complex Puzzle: Realities of English-speaking Seniors in Quebec
 - Quescen created a brief that explores language barriers, overlapping challenges related to socioeconomic vulnerability and language, caregiving, community-led initiatives, advocacy and research that highlighted the important role of SWI.
 - SWI participated in a panel discussion presenting the brief

Priority Area	Provincial	Federal
Aging	<ul style="list-style-type: none"> Seniors Action Quebec FADOQ Table de concertation des aînés Quebec Fondation Ages 	<ul style="list-style-type: none"> National Initiative for the Care of the Elderly HelpAge AgeWell CANage
Caregiving	<ul style="list-style-type: none"> l'Appui Caregiver Grief Connexion Proche Aidance Quebec 	<ul style="list-style-type: none"> Canadian Centre for Caregiving Excellence
Elder abuse/Ageism	<ul style="list-style-type: none"> Provincial Committee against Mistreatment 	<ul style="list-style-type: none"> Canadian Coalition against Ageism
Palliative Care	<ul style="list-style-type: none"> Association québécoise de soins palliatifs 	<ul style="list-style-type: none"> Pallium
Home Care/Living Arrangements	<ul style="list-style-type: none"> Radical Resthomes Eesad 	<ul style="list-style-type: none"> Canadian Home Care Association
Mental Health	<ul style="list-style-type: none"> Arborescence Vent over Tea AMI-QC 	<ul style="list-style-type: none"> Canadian Coalition for Seniors Mental Health Canadian Mental Health Association
Dementia	<ul style="list-style-type: none"> Hope for Dementia LuciLab McGill Dementia Education Program Alzheimer's Societies of Quebec 	
Programming	<ul style="list-style-type: none"> English Language Arts Network FQLI 	

RISK MANAGEMENT

- 30 staff received mental health first aid for seniors training (+2 already had it)
- Risk management workshops were presented at the retreat
- 1st draft of risk and quality management guide complete
- Advisory committee formed - first meeting will be in June 2025
- 33 organizations received \$1000 for risk management

Organizations reported a diverse range of risk management actions, notably:

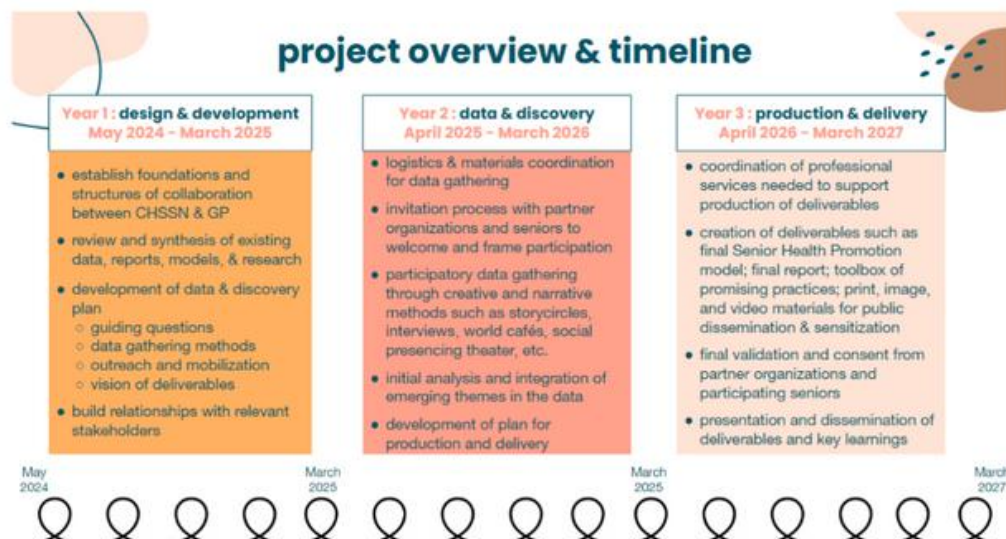
- Training and Education:
 - CPR/first aid/emergency preparedness training (15 instances)
 - CanFitPro and MAPAQ certifications
 - Tailored training for seniors and PAR-Q training
 - Conflict minimization workshop
- Purchasing Equipment and Supplies:
 - First aid kits (17), defibrillators (6), LifeVac devices, PPE, fire extinguishers
 - Ergonomic and safety tools: anti-slip mats, mobility aids, cleaning supplies
- Policies and Documentation:
 - Incident reports, emergency contacts, intake forms
 - Risk management session and document consolidation
 - Ergonomic policy development and regular evaluations
 - IT security measures and potential CRM software adoption
- Environmental Adjustments:
 - Changes in location/space usage
 - Staircase reconstruction to reduce fall risk
- Community Engagement:
 - Risk surveys for seniors
 - Focused activity risk assessments



CHSSN ACTIVITIES AND OUTCOMES

PROGRAM EVALUATION

- The objectives of the 2024-2027 program evaluation are:
 - to update and refresh the Seniors Health Promotion model through a synthesis of existing SWI-related data, reports, and research
 - to expand and enrich SWI performance measurement with creative methods that surface human realities, stories of impact, and promising practices
 - to develop and lead a process of data collection with partner organizations and participating seniors that facilitates reflection, strengthens relationships, resources staff, supports learning, and elicits valuable insights
 - to synthesize findings and translate knowledge into various forms in service to the following purposes:
 - to demonstrate the wide-ranging impacts and the ongoing need for funding of the SWI program with funders
 - to reflect back and recognize the work of partner organizations and the contributions of participating seniors
 - to support capacity-building with a practical guide of promising practices related to Senior Health Promotion
 - to sensitize partners and the public to the specific challenges and needs of English-speaking seniors in Quebec, as well as to SWI's responses and results
 - to facilitate understanding and cross-pollination among CHSSN's different initiatives by sharing learning internally from the SWI evaluation related to methodology, process, and strategy



CHSSN ACTIVITIES AND OUTCOMES

PROGRAM EVALUATION - YEAR 1 OVERVIEW

SWI Community Model Revision Process

- review and integration of existing documents, data, and research
- creation and presentation of draft model for SWI CoP (1/16/25).
- two iterations of feedback and revision with SWI coordinators
- collaborative feedback at the CoP with # coordinators
- 2nd draft feedback via survey with 25 coordinators

Next Steps :

- integrate survey feedback and create final draft with graphic designer
- present final draft and gather final feedback with SWI coordinators
- integration of model into evaluation deliverables (ex. one-pager, final report, etc.)

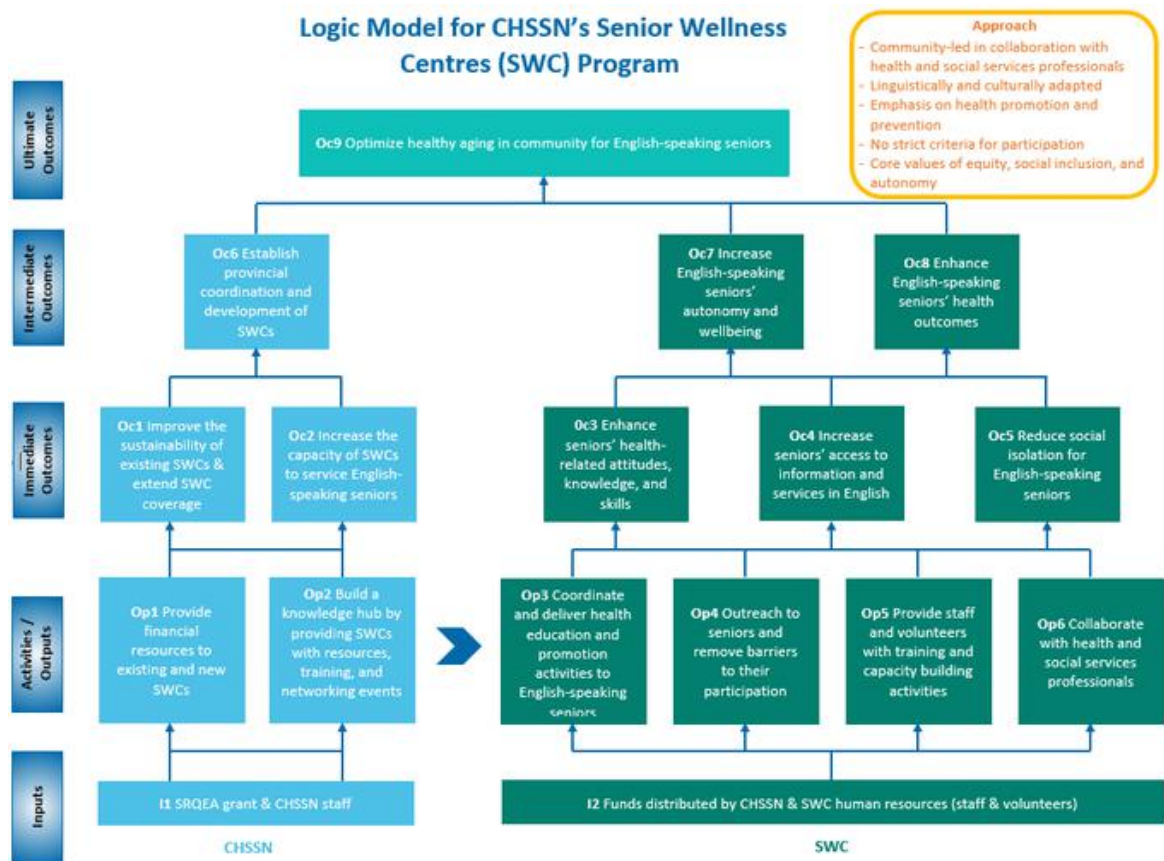
Evaluation Data-Gathering Process

- SWI Retreat Mini-CoP workshop (10/8/24).
 - generated and harvested data related to victories, challenges, and promising practices with # SWI coordinators
- Promising Practices and Stories of Impact survey.
 - gathered data related to promising practices and stories of impact with 26 SWI coordinators
- Interviews with SWI coordinators
 - built trust, connection, and relationships with SWI coordinators while generating data related to promising practices, stories of impact, and the expertise and leadership of the staff and centres
 - 5 interviews and site visits with SWI staff in Greater Montreal
 - 9 online interviews with 12 SWI staff

Next Steps :

- complete SWI coordinator interviews through early Fall of 2025
- support further generation of data, relationship-building, and NPI connection and collaboration through the 2025 SWI retreat
- first iteration of analysis and synthesis of data to present and reflect back the strength and impacts of the program with SWI coordinators
- integrate synthesis of data into evaluation deliverables (ex. final report, knowledge products, tools, one-pagers, etc.)

APPENDIX A: SWC LOGIC MODEL



APPENDIX B: SWC MAP

