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THE PROVISION OF SERVICES FOR SENIOR CITIZENS

BY SENIOR CITIZENS ON A NEIGHBORHOOD BASIS

BY

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## INTRODUCTION

Throughout the world there is new interest in the development of "community". The community unit may be a geographical area, or in some instances a community of interests or association of interests.

The development of the community is enhanced by the provision of services to (or for) groups in the community, or to the community as a whole. The emerging consensus centers about the needs of people and the provision of the means to meet these needs.

Throughout the world there is not a new interest in the elderly but an increasing interest. The elderly have assumed a new significance in our society. However, there is concern that services are not delivered effectively to the elderly.

The above combination - the provision of services for the elderly in the community is the general focus of this student's educational goals in the development of a project proposal. The educational goals were twofold: 1) to gain experience and expertise in working with and for senior citizens and in providing services and programs to meet their needs and 2) to gain experience and expertise in community organization - development in general.

### Community Organization

It is necessary for the purpose of this paper and for the purpose of the project to explain the term community organization - development. Community organization and community development are closely related.

The phrase community organization is most commonly used to designate community planning and action. Community organization has often been considered a social work responsibility and has often been used primarily as a social work term meaning community organization for social welfare. However, the potential needs of a community are far broader than the social

welfare concepts.

Community organization is concerned with the following objectives:

"a) the meeting of broad needs and bringing about and maintaining adjustment between needs and resources in a community or other area; b) helping people to deal more effectively with their problems and objectives by helping them develop, strengthen, and maintain qualities of participation, self-direction and co-operation; c) bring about changes in community and group relationships and in the distribution of decision-making power."<sup>1</sup>

Community organization deals primarily with problem-solving. It begins as a response to a problem or need. Frequently, community organization seeks social change. This function is the one most stressed today.

The term "community organization" suggests a local community and it is usually thought of in this connection but it may exist:

"1) on or between any geographical levels - neighborhood, community, county, state, nation or international; 2) in reference to a whole community or other population group, or to a special constituency or "target group" ("consumers" or social service or otherwise) - for example, the residents of a community or neighborhood; the aging; mothers and babies; an ethnic group . . ."<sup>2</sup>

Community organization may operate in any field of community life (or in the life of any geographic area). It may bring people together who share some common interest or function such as education, housing, planning and re-development, health, recreation. Community organization would bring only those individuals and groups who have the particular interest together to develop some awareness of, and feeling for, their "Community" and to work at the common problems arising out of the common in-

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1. Arthur Dunham, The New Community Organization (New York: Thomas Y. Crowell Co., 1969), p. 4.

2. Arthur Dunham, The New Community Organization, p. 5.

terest or function.<sup>1</sup>

Both the "functional community" and "geographic community" have the same objective -- the development of the capacity of the community to act in respect to its common needs and objectives. The process and principles are almost the same in either community.

The term community development is often identified as an activity addressed to underdeveloped peoples overseas. Its purpose has been to bring these disadvantaged people "up" to "our" level of advancement. Community development is also carried out in more developed countries on both a rural and urban scale. The problems, too, are economic, physical and social in nature. But the efforts are "directed largely at taking effective adaptive action to mitigate the painful consequences of the great change, rather than at bringing about the change."<sup>2</sup>

Community development seeks not only to improve conditions of living but to help each community deal creatively and effectively with its own problems. Community development usually includes:

"1) a focus on the total needs of the community; 2) the encouragement of self help -- the cornerstone of the whole program; 3) technical assistance from governmental or voluntary organizations, which may include personnel, equipment, supplies, or money; 4) integrating various specialities -- such as agriculture . . . ., public health, education, . . . ., work with women -- for the benefit of the communities; 5) basing the program, so far as possible, on the "felt needs" of the people of the community."<sup>3</sup>

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1. Murray G. Ross, Community Organization (2nd ed.: New York: Harper and Row Publishers, 1967), p. 43.

2. Lee J. Cary ed., Community Development as a Process (Columbia: University of Missouri Press, 1970), p. 42.

3. Arthur Dunham, The New Community Organization, p. 141.

Community organization and community development are similar in many respects. Both are concerned with community needs, with problem-solving, with working with people. Many of the same methods are utilized and some of the roles of the workers are similar. Technical or professional assistance are involved.<sup>1</sup>

On the other hand, there are major differences. Community development deals with total community life and needs, often basic needs such as housing and municipal services, and with the economic life of the community. Community organization relates to health and welfare and areas of community life such as urban development, education and civil rights.

Community development usually deals with the total local community or neighborhood and all the people of the community. Community organization, may be community - wide or larger or smaller than community - wide. It may be concerned with all the people of a community but sometimes deals with special groups, such as children, the aging, ethnic groups.

Community development is always concerned with bringing about social change. Community organization may be concerned with social change but may also be concerned with improving existing arrangements such as improving co-ordination of agencies.

In community development it is usually desirable that programs should, as far as possible, reflect the "felt needs" of the people of the community. A community organization program does not necessarily arise as a response to the needs of those most concerned with or involved in the particular problem. Community organization may be initiated by a government body, a concerned group of citizens, or by an existing agency.<sup>2</sup>

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1. Arthur Dunham, The New Community Organization, p. 177.

2. Arthur Dunham, The New Community Organization, pp. 177 - 178.

In community development, direct participation is normally open to virtually any community resident who wishes to participate. In community organization most services are carried out by agencies, staff members and sometimes a limited number of volunteers.<sup>1</sup>

From the above comparison, it is evident then that this student for the purpose of the project would be involved in community organization not community development. This student would be working in a community - the community being a limited geographical area - with a special group - the elderly. She was initiating the program on the basis of an identified need. The need was identified by the agencies, and social services in the community not by a group of concerned citizens. She was concerned with providing services which were not already available.

#### A Perspective On Aging

Since the student would be working with the elderly it was necessary to gain some general knowledge about the status of the elderly and their needs. There are approximately 2 million Canadians 65 years of age (representing a little over 8% of the population).<sup>2</sup> In Manitoba, those aged 65 and over comprise approximately 10% of the population with 91.2% of that number living in the community.<sup>3</sup>

In Aging in Manitoba, a study of the perceived needs of the elderly, about two-thirds of the elderly in the general community and one-half of those in facilities were found to have relatively good, or excellent physical health functioning and mental health functioning.<sup>4</sup>

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1. Arthur Dunham, The New Community Organization, p. 178.

2. Cope W. Schwenger, "Health Care for Danadians", Canadian Welfare, No. 6, Vol. 52 (Jan. - Feb. 1977), p. 9.

3. Manitoba Dept. of Health & Social Development/Division of Research, Planning and Program Development, Aging in Manitoba, Vol. I (1971), p. 1 & 2.

4. B.B. Havens, Social Planning Implications of Needs Assessments (Winnipeg, Man: Province of Manitoba, Manitoba Department of Health & Social Development, Apr. 25, 1977), p. 14.

About 25% of the population have no other adult in the same household. Almost 37% are widowed.<sup>1</sup> Almost 65% of the population experience extreme or very extreme social isolation.<sup>2</sup> "22.5% do not have daily contact with another person in their household, 27.8% have contact with friends less often than eight times a month (less often than twice a week), 13% have contact with neighbors less often than once a month, 70.4% have contact weekly with less than nine persons for specific purposes."<sup>3</sup> 32.5% rate visiting friends as the third most important activity next to visiting relatives and light housework or gardening.<sup>4</sup> "The large majority of elderly consider every type of service or opportunity to be totally available."<sup>5</sup>

About one-third of the general population indicated that they consider elderly persons to be very active in the community, while approximately 13% consider that elderly persons are seldom or not active in the community.<sup>6</sup> Most of the elderly prefer to participate in activities with younger people or people their own age.<sup>7</sup>

Although almost two-thirds of the elderly were found to have good or excellent life satisfaction values, 23.4% indicated that they would find increased happiness through greater participation with others and through meetings, 9.5% through opportunity for community volunteer work and 8% through part-time or full-time employment.<sup>8</sup>

From these statistics it appears that the majority of senior

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1. B.B. Havens, Social Planning Implications, p. 14.
  2. Manitoba Department of Health & Social Development/Department of Research, Planning & Program Development, Aging in Manitoba, Vol. IX - Special Data (1971), p. 47.
  3. Ibid., p. 47
  4. Ibid., p. 50 - 51.
  5. Ibid., p. 74.
  6. Ibid., p. 103.
  7. Ibid., p. 104
  8. Ibid., pp. 109 & 111.

citizens are relatively well off. However, about one-quarter of the population does live alone and has contact with friends less than twice a week. Since visiting friends is a high priority for about one-third of the population, this supports the statistic that most of this group would be happier with contact with others. Although two-thirds of the elderly have good or excellent life satisfaction values, approximately the same number also experience extreme social isolation. This group would be the one that the worker would expect to provide services for.

There are positive roles for aging people, through which they can make valuable contributions to society. This view depends on a new concept of aging which gives recognition to the positive as well as the negative aspects of growing old.

Aging should be seen as one part of the continuous life cycle. It is shaped by the individual's past -- his childhood, adolescence and adulthood. Like earlier periods in life, aging brings new situations and new problems and calls for new adaptations. In adapting to the biological changes that are going on inside and to the social changes that are going on outside, the aging person draws upon what he has been, as well as what he is.

Stereotypes about the old constrain our attitudes and our actions. We base many of our current stereotypes, such as old persons are poor, isolated, sick and unhappy, on a picture of the needy rather than on a picture of the typical older person. The statistics cited earlier support the view that the majority of elderly are satisfied with their lives. Retirement is not necessarily bad: some men and women want to keep on working, but more and more choose to retire earlier and earlier. Increasing proportions of the population value leisure more than they value work.

There are several systematic views of aging that this student will

outline. The theories of aging are efforts to explain that process of change in later life. They are ways of looking at aging which yield insights into the processes and potentials which are little understood.

By the early 1960's, research on aging had accumulated a body of data focused on the disengagement theory first formulated by Cumming and Henry.<sup>1</sup> Later Shanas<sup>2</sup> was concerned with the integration versus segregation question. The disengagement theory maintains that both society and the individual prepare for the ultimate "disengagement" of death by an inevitable, gradual and mutually satisfying process of withdrawal from each other. Therefore, society reduces the numbers of options available to older people while older people gradually relinquish one social role after another. It is presumed then that freedom and happiness lie in the acceptance of old age as an integral state of life rather than to attempt to resist the forces that would shrink the older person's social world. However, the authors noted the lowered morale which could result when society is ready to disengage but the individual is not.<sup>3</sup>

Subsumed within the "integration" theories were those studies that stated or implied that reduction of an older person's integration into society is due to loss or dilution of long-held instrumental and social roles. A corollary of many of these studies was that such role loss, or the isolation/alienation attributable to it, had a detrimental effect on the aging individual's morale, self-image and personal adjust-

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1. Elaine Cumming & Wm. E. Henry, Growing Old the Process of Disengagement (New York: Basic Books Inc., 1961).

2. Ethel Shanas, Peter Townsend et al. Old People in Three Industrial Societies (New York: Atherton Press, 1968).

3. Elaine Cumming and Wm. E. Henry, Growing Old, pp. 214 - 215.

ment.<sup>1</sup>

The activity theory is perhaps the most popular view of aging. According to the activity theory, the person who ages successfully is the one who resists the circumstances of aging and fights to stay "young". This view holds that older peoples' isolation, rolelessness, and inactivity have two sources. First, the older person's social world shrinks with retirement, death of spouse and friends, and financial and mobility limitations. Second, the older person's physical decline makes it increasingly difficult for him to overcome these obstacles and to fulfill his needs. To counteract these trends, the older person should maintain the interests and activities of middle age as long as possible. It presumes then that it is better to be active than inactive, happy than unhappy.

Yet society provides few interim roles. The values derived from previous roles which conveyed status and satisfaction to the role-holder, were usually instrumental values associated with one's "work" role. It has been difficult to devise roles for older adults offering a high instrumental content, because of limitations set by the social and economic structure. Most often it is the expressive values, those associated with service, socializing, recreation - which are inherent in the available roles. However, most persons, have not been conditioned by society to obtain

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1. See, for ex., Stephen J. Miller, "The Social Dilemma of the Aging Participant" in Older People and Their Social World edited by Arnold Rose & Warren Peterson (Philadelphia: F.A. Davis, 1965), pp. 12, 78, 181, 194 - 199; Bernard Kutner, et al. Five Hundred Over 60 (New York: Russell Sage Foundation, 1956), p. 109; Richard H. Williams, "Changing Status, Roles and Relationships", in Handbook of Social Gerontology edited by Clark Tibbits (Chicago: University of Chicago Press, 1960).

their primary satisfactions and status from expressive roles.<sup>1</sup>

The values of society must change if the aged are to find relief from the uselessness, isolation and marginality that characterize their lives. Meaningful new roles for older persons will have to be developed related to expressive values. Volunteer service has particular relevance to the problem of obtaining status and satisfaction from an expressive role. It has as one goal an expressive value i.e. service to others, and yet, this goal is reached largely by instrumental means.

Other research has laid the ground work for a developmental theory of aging which contends that adaptation to aging can proceed in several directions, depending on the aging individual's past life. Developmental theory attempts to explain that neither activity nor inactivity necessarily brings happiness. It presumes then that active and involved older people are more likely than disengaged individuals to be happy with their lives. However, disengaged old people can be happy too, and both active and inactive people can also be miserable. Most older people want to remain engaged with their social environment. However, the developmental theory purports that when they fail to do so, the source of failure lies in the social environment, not in their age. Such factors as work status, health, financial resources, and marital status affect the older person's capacity to

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1. See Robert J. Havighurst, et al. "Research and Development Goals in Social Gerontology: The Status of Research in Applied Social Gerontology," The Gerontologist, Vol. IX, No. 4 (1969); Margaret Clark and Barbara Anderson. Culture and Aging (Springfield, Illinois: Charles C. Thomas, 1967); Irving Rosow, "Old Age and One Moral Dilemma of an Affluent Society," The Gerontologist, Vol. II, No. 4 (1962), pp. 182 - 191; Maurice Miron, "Social Outlets for Older Persons and Their Implication for the Community," On Growing Old, Vol. II, No. 2 (June 1973), p. 6.

lead a satisfying life much more strongly than age does.<sup>1</sup>

Current social trends suggest that

"society is becoming less insistent that older people move to the social sidelines, and that older people now have more resources and more opportunities, as well as a greater inclination to sustain a high level of activity for a longer period of time."<sup>2</sup>

"Among the current trends are: 1) better health and increased vigor through better medical care; 2) better economic security through social security, pensions and annuities; 3) greater visibility of older people in political and social organizations; 4) retirement at earlier ages; 5) broader involvement of women in economic and social life; and 6) movement toward creating new roles and options for the elderly."<sup>3</sup>

#### Issues in Service Delivery

If we subscribe to the developmental theory of aging, then we can support the fact that most older people want to remain engaged in their social environment. They will then be making greater demands on community services. If they fail to remain engaged, the developmental theory purports that the failure lies in the social environment. The availability and accessibility of resources and services in this social environment

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1. See Bernice L. Neugarten, et al. Personality in Middle and Late Life (New York: Atherton Press, 1964) Klaus F. Riegel, "Personality Theory and Aging" in The Handbook of Aging and The Individual, ed. by James E. Birren (Chicago; University of Chicago Press, 1959); Robert Kastenbaum, "A Developmental - Field Approach to Aging and its Implications for Practice" in Research Planning and Action for the Elderly, ed. by Donald P. Kent, et al. (New York: Behavioral Publications, 1972), pp. 37 - 49.

2. James D. Manney Jr., Aging in American Society (Ann Arbor, Michigan: The University of Michigan - Wayne State University & The University of Michigan School of Social Work, 1975), p. 18.

3. James D. Manney Jr., Aging in American Society, p. 18.

therefore, can contribute to this failure to remain active participating members of society.

As stated previously a significant minority of the elderly have minimal contact with kin, friends, and community. For many older people, their social network is incapable of supplying many vital services. Thus, many must increasingly turn to their community's formal system of services. Yet, at the time this project was being designed and instituted, this student felt that "the existing social services do not meet the basic criteria of comprehensiveness, co-ordination, continuity, and differentiation."<sup>1</sup> The following is a brief discussion of some of the issues involved in the effective delivery of services to the elderly.

The overriding issue which one is likely to rank first is the availability of the services to older persons. The services referred to here include the broad areas of social services, health services, education, recreation, financial, legal, employment, volunteer opportunities.

In the study "Aging in Manitoba" it was found that "availability of resources is the lowest unmet need, for the elderly of both sexes, in each age-group and in each region in Manitoba."<sup>2</sup> The resources referred to in the study, reflect the seven areas: "psychosocial need, shelter need, household need, maintenance, food and clothing need, ethno-cultural need, physical health functioning need, mental health functioning need and economic need."<sup>3</sup>

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1. Louis Lowy, "The Role of Social Gerontology in the Development of Social Services for Older People," in Research Action and Planning for the Elderly, ed. by Donald P. Kert, et al. (New York: Behavioral Publications, 1972), p. 24.

2. Manitoba Department of Health & Social Development/Division of Research, Planning & Program Development, Aging in Manitoba, Vol. IX - Special Data, Part A, (1971), p. 180.

3. Ibid., p. 180.

The second issue in service delivery is fragmentation and discontinuity. The services for old people are provided by a complex of public, non-profit, and private agencies. All are essentially autonomous.

The data derived from the non-residential resources surveyed in the study *Aging in Manitoba* indicated that "for 72.7% of health Agencies and for 84.8% of social services agencies, service delivered to the elderly represents only some or a minor portion of services delivered by the agencies."<sup>1</sup> Judging from the complex combination of services provided by some agencies and the fact that many offer only a portion of what may be required, it is evident that there is no one organization capable of assessing an older person's needs on a comprehensive basis, nor of meeting all of a person's needs. The individual would have to cope with several social service agencies rather than one. He would also have to assess his own needs and seek out the combination of agencies that can meet them. Therefore, neither the client nor the agency may be aware of the true nature of the old person's problem. He would also have to be knowledgeable about what services are available in order to choose those that would best meet this needs.

Accessibility of services is another issue in service delivery. In the study, *"Aging in Manitoba"*, it was found that "with few minor exceptions accessibility of resources is the highest unmet need . . . . for the elderly of both sexes, in each age-group and in each region in Manitoba."<sup>2</sup> The *"Aging in Manitoba"* study found that "such resources are too far away, are too costly, are not available in their own language, are available only at unsuitable times,

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1. Manitoba Department of Health & Social Development, *Aging in Manitoba*, Vol. IX - Special Data, Part A (1971), p. 317.

2. Manitoba Department of Health & Social Development, *Aging in Manitoba*, Vol. IX - Special Data, Part A (1971), p. 180.

or they have to wait too long."<sup>1</sup>

A high degree of decentralization seems to be essential for older people. The "life space" for most old people is frequently limited to an area encompassing a few blocks in their neighborhood. To ask them to travel to a central downtown location especially if transportation is a problem poses a psychological as well as a physical obstacle. The distant location could reinforce the impression that the service is remote, unresponsive and a place of last resort. The elderly do wish to remain in their own familiar community and will utilize those resources that are accessible to them.

A related problem is that standard agency procedures are often bewildering and frightening to older people who have not grown up with form filling, walking from office to office, and telling the same story to a succession of people. This problem is magnified by the fragmentation of service.

#### Provision of Services

While not denying the need for central planning to identify the problem, assign priorities and assess and evaluate programs in the context of an overall community program, it is on the neighborhood level that new and effective services can more easily be developed and carried out and, what may be even more important, tested. Neighborhood, as an area that can be defined and is accessible, individualizes services and brings them close to those who need and use them.<sup>2</sup>

This worker believes that the best means of providing services on a neighborhood basis to meet the needs of seniors would be through a multi-service senior center. In a recent poll published in the United States, the most universal thing available to older people was the centers and clubs.

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1. B.B. Havens, Social Planning Implications, p. 8.

2. Kurt G. Herz, "Community Resources & Services to Help Independent Living," The Gerontologist, Vol. II, No. 1., Part I (Spring 1971), p. 60.

Fifty percent of the current population was within walking distance of a center or club.<sup>1</sup>

A center is one piece in a mosaic of services for older people. It is planned in relation to the total services for older people in any specific community. Centers may precede an overall community plan or an overall community plan may call for the creation of a center. In both cases the important point is the integration of the center as one part of the overall services to older people. No center could meet the total needs of older people in any one community.

The establishment of a multi-service senior center would relate to the community organization objectives stated earlier. The center would be established to provide a more effective and comprehensive service to all older people in the community. Centers can be established to serve a total town or a neighborhood or section of a city. Centers are often established at the initiative of community groups or social agencies.<sup>2</sup>

The multi-service center is differentiated from the single service center such as a recreation center, drop-in center or information and referral center. The unique feature of the multi-service center is the concern for the older person as a total person, in all aspects of his life.

"This concern expresses itself in the wide range of individual group programs, services provided to cover social opportunities, education and recreational pursuits, information and referral services, and/or the provision of direct services to meet the individual need for counseling on personal or family problems, health services, food services, housing and living arrangements, friendly visiting, income maintenance, and legal problems."<sup>3</sup>

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1. Louis Harris Associates (for National Council on Aging), The Myth and Reality of Aging America (Washington: National Council on Aging, 1975).

2. Jean M. Maxwell, Centers for Older People (Washington, D.C.: The National Council on Aging, Inc. 1973), p. 24 - 25.

3. Jean M. Maxwell, Centers for Older People, p. 8.

The establishment of a multi-service center would be a task that would need a strong supportive sponsoring body and a financial base. Although involvement in such a project would meet the student's educational goals, she did not have the above resources. As well, time was a significant factor since it can be several years before a center is operating at its maximum potential.

#### A Voluntary Community Service

However, in keeping with the goals to meet the needs of senior citizens and to gain expertise in community organization this student decided to focus on one area of service that can be provided by a multi-service center - that is a community service. This community service would be of a volunteer nature, could be established independent of a multi-service center and could be established in a more realistic time frame. The emphasis would then become the provision of services to senior citizens on a volunteer basis within a community - in this instance a specific neighborhood.

The case for the provision of opportunities for older adults to perform meaningful volunteer services has been stated and defended in the literature.<sup>1</sup> Programs that utilize older volunteers enable these people to channel their need for communication and social interaction, problem solving, and decision-making during a period when social and economic circumstances constrict life's options and opportunities. In short, the void created by role losses and role changes may be filled by the task

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1. See Camille J. Lambert Jr., Mildred Guberman & Robert Morris, "Re-opening Doors to Community Participation for Older People: How Realistic," Social Service Review, Vol. XXXVIII, No. 1 (1964), p. 42 - 50; Aaron Rosenblatt, "Interest of Older Persons in Volunteer Activities", Social Work, Vol. II, No. 3 (1966), p. 87 - 94; Janet S. Sainer & Mary L. Zander, Serve: Older Volunteers in Community Service (New York: Community Services Society of New York Sept. 1971).

and socialization opportunities of voluntarism.<sup>1</sup> Voluntarism can meet some of the common problems of aging because it neutralizes the negative effects of loneliness, while at the same time instilling a feeling of continued usefulness and self-respect.

Voluntarism has been gaining new momentum as it has moved away from its initial paternalistic and charitable stereotypes. "Volunteering is becoming a prestigious social role for the elderly as many agencies and organizations incorporate older volunteer positions and programs into their formal structures e.g. Foster Grandparents, R.S.V.P., Action, Serve (New York), Shepherd's Center (Kansas City)."<sup>2</sup> These new volunteer positions are especially designed to utilize the skills and resources developed over a lifetime in the delivery of needed services.

The community may benefit in two ways when older persons are utilized as volunteers:

- 1) activities of volunteers might benefit the community if they helped to narrow the gap between the need for, and actual provision of health and welfare services.
- 2) if engagement in volunteer activity helps older persons maintain a good adjustment, their own need for special attention may decrease at the same time they are providing service to others - it seems entirely possible that some volunteers may derive as much, if not more benefit from believing they can help others."<sup>3</sup>

The older volunteer, as Babic<sup>4</sup> points out, is not just a volunteer

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1. Alfred H. Katz, "Self-Help Organizations, Volunteer Participation in Social Welfare," Social Work, (Jan. 1970), p. 51 - 60.

2. Barbara P. Payne, "The Older Volunteer: Social Role Continuity & Development," The Gerontologist, Vol. XVII, No. 4 (1977), p. 356.

3. Aaron Rosenblatt, Social Work, Vol. II, No. 3 (1966), p. 87.

4. Anna Babic, "The Older Volunteer: Expectations & Satisfactions," The Gerontologist, Vol. XII, No. 1, Part I (Spring 1972), p. 87 - 90.

who has grown old. Many are "new-old" volunteers and have never before performed such a function.<sup>1</sup> The context of volunteering has changed somewhat. The volunteering, in many of the new programs, now takes place within a group setting of other older volunteers.

A national survey conducted in the United States in 1975 reported that 22% of those over 65 years of age do volunteer work regularly. Another 10% said that they would like to do volunteer work.<sup>2</sup>

A specific type of community service that utilizes volunteers is friendly visiting.

"Friendly visiting by volunteers, and all the kinds of help that go with it, is a multi-splendored thing. It brings the community into the home of the shut-in, establishes his contact with the outside world, gives him a new lease on life when he finds that he is no longer isolated and abandoned and that there is somebody to turn to in case of an emergency. What may be new is the use of older persons as volunteers, people who know what other older persons feel, a personal relationship that may not only be stimulating but may grow into friendship."<sup>3</sup>

As noted earlier, almost one-third of the elderly in Manitoba rated friendly visiting as the third most important activity. Similarly, almost one-quarter of the elderly felt that they would find increased happiness through greater participation.

In a study conducted by Pat Keith,<sup>4</sup> both the elderly and the

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1. Janet S. Sainer & Mary L. Zander, Serve, p. 178

2. Louis Harris Associates (for National Council on Aging), The Myth & Reality of Aging America (Washington: National Council on Aging, 1975).

3. Kurt G. Herz, "Community Resources", p. 62

4. Pat Keith, "Evaluation of Services for the Aged by Professionals and the Elderly", Social Service Review, Vol. 50, No. 2 (1976), p. 271 - 278

professionals ranked friendly visiting as third priority according to the need for provision of additional resource. The elderly rated supportive services and maintenance activities as being most important. The importance of home-based services reflected the importance of remaining in their home for as long as possible.

Supportive and maintenance services can be provided on a voluntary basis. The emphasis of the project on the provision of a voluntary community service became focused on friendly visiting. The use of volunteers in delivery of service and the intended use of volunteers in a decision-making role related to the objectives of community-organization.

As the proposal unfolded, a combination of several factors made the project proposal unique in its own right. While none of the factors are, in of themselves, unique, they did distinguish the project proposal from other established services at that time.

The factors included:

- a) a recognition of the underlying strengths and resources of the elderly, and a belief that this population can effect change that will enhance its potential for independent living.
- b) a desire that the intended recipients of service, the elderly, should have the maximum possible opportunity to determine the nature of the service to be offered, as well as the primary responsibility for their implementation.
- c) an emphasis on a volunteer service designed to provide support for those homebound.
- d) development of the program on a neighbourhood basis so that it serves a limited geographic area.
- e) absence of a formal membership requirement as a prerequisite for partaking if services or for participating in the decision-making process.

- f) utilization of communization organization principles.
- g) absence of formal sponsorship by an existing agency.

## THE DEMONSTRATION PROJECT

### Proposed Method

The following section will deal with the proposed method of establishing the project to accomplish the goals stated previously. To reiterate, the main objective was to establish a voluntary program for senior citizens, by senior citizens, on a neighborhood basis. This would involve:

- a) selecting a geographic area
- b) assessing the service needs & resources in the selected area
- c) assessing the potential for volunteer service by and for senior citizens
- d) establishing a committee that would assume ongoing responsibility for recruiting and matching potential volunteers to potential recipients
- e) establishing volunteer-recipient matches
- f) evaluating on an ongoing basis the effectiveness of the project

The time span for the above activities would be:

- 1) from October '72 - December '72 - determination of primary needs
- 2) from January '73 until mid-April establishment of the service to meet the expressed needs
- 3) from mid-April until the end of June - attention to the permanency of operations and withdrawal of worker's services

### Description of Project

#### Selection of Area

It was necessary to select an area within Winnipeg and to determine whether the community, the agencies, and the elderly residents themselves would be receptive to the establishment of a program of volunteer services by older persons.

After initial consideration, it was suggested that the St. James Assiniboia area of Winnipeg might well provide an appropriate setting. However, since the area was far too large, it was decided to narrow it down to the Deer Lodge and East St. James sectors.

The worker had first chosen the Deer Lodge area because there was only one established senior citizens club that met bi-weekly; it was believed there was a large number of senior citizens living in their own homes; and the proximity of the Deer Lodge Hospital, a veterans' hospital with a great number of older men, in residence or in contact with the hospital on an out-patient basis. The worker was advised that the senior citizens in the area were quite likely relatively well-off in terms of health and finances and would be fairly active. Therefore, it was decided to expand the area to include the East St. James sector where it was believed lived a large number of senior citizens not as well off in terms of health and finances, but still living in their own homes. The worker was then advised that this area had been comprised of a large number of senior citizens but that many had sold their homes and moved away, or into institutions. In consulting the 1966 Census it was found that there would be approximately 2500 people over 60 years of age in the two areas.<sup>1</sup>

The East St. James area had one senior citizens club. Also the Deer Lodge United Church was willing to offer its Church Hall, as well as use of church space for community activities. A group from this Church had attempted about one year previously to establish a drop-in centre oriented towards the total community, with special interest in the aged.

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1. Census of Canada, Population, Characteristics by Census Tracts, Winnipeg, Dominion Bureau of Statistics, August 1968, p. 4 - 5.

They had not been successful, but a few of those previously involved were still interested in establishing something for senior citizens in the area. The fact that there were a large number of senior citizens within this limited geographical area as well as the knowledge that there were limited services and activities for senior citizens in this area were deciding factors in choosing this particular area of the city. To the worker's knowledge, at that time, there were no community agencies presently engaged in establishing new programs or services. Therefore, the worker would be quite free, in no conflict, with any other group vying for the participation of the senior citizens.

#### Assessment of Needs and Resources

The next step was to determine the needs and resources in the selected area as well as the resources available within the city that would be applicable to this project.

It was decided that an exploratory survey be conducted. This was seen as a way to gather much needed information about the area and as a first step in moving into the community and developing rapport with lay and professional individuals and groups.

The worker was not associated with any community agency or sponsor - correspondence and contacts were under no auspices. She had no working relationships in the community and only limited first hand information about its social structure and the characteristics of its older population.

The survey would also give the worker some indication of community response to a volunteer demonstration project.

The survey concentrated on three distinct areas, although work related to each overlapped. The survey<sup>1</sup> aimed to:

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1. See Appendix I.

- a) gather data about what services were needed for older persons in the selected area from churches, health & welfare agencies, senior citizens groups, community clubs, hospitals, home care and social service departments, Age & Opportunity Centre, Inc. and the Volunteer Bureau.
- b) gather data from the above on what services and resources presently exist within the selected area and the city at large to meet the above identified needs.
- c) determine what volunteer opportunities were available for older volunteers.
- d) assess the potential for recruiting older persons, both as volunteers and recipients.

For this purpose, eight agencies, four hospital home care and social service departments, six churches, three senior citizens clubs, one community centre were contacted - five in person, the remainder by telephone. The worker asked each contact what services were needed for senior citizens in the Deer Lodge - East St. James Area, either not being provided adequately by existing agencies or not previously in existence. They were asked to rank these needs in order of importance. They were asked if they knew of anyone they could refer for a particular service, who could volunteer to provide a service, and who might be interested in the organizational aspect of the project. The worker also explained what she was proposing to develop to get some indication of support from the contact.

Although the survey indicated a wide range of potential volunteer opportunities, some of these were already in existence and could be util-

ized by the senior citizens. The worker could not attempt to provide all of the services suggested, nor was it practical to consider duplicating services.

Friendly visitors were suggested by six contacts as most needed; transportation, shopping service, homemaker service, volunteers for Meals On Wheels, by three; sitter service and phone-a-friend (weekly telephone visit) by two; information services by one; foster homes by one; foster grandparents by one; home repair by one; day care center by one; general volunteer services for various needs by one. Three contacts, one agency and two hospitals, felt that they were dealing with whatever referrals arose and therefore were not encountering needs that could not be met by them or other existing services.

Most contacts agreed where possible to make referrals, if a service was established, providing the worker could assure them of continuity of the service when the worker's association with the project ended.

This part of the Survey was completed by December 12, 1972.

Since friendly visiting was the most prevalent need identified, it was decided that the provision of this service would be the focus of the worker's practicum. Friendly visiting was not being provided to any great extent in the selected area. Some referrals were made to the Volunteer Bureau and the Age & Opportunity Centre, Inc. but on the whole the service was largely unprovided.

The worker gained insight into the services and resources available in the selected area as well as in the City from contact with the health & welfare agencies, hospitals, and clubs. This would be important since the worker anticipated the necessity of making referrals

when contact with the senior citizens was initiated.

The volunteer opportunities available for senior citizens in the selected area were generally non-existent. Of course, there were opportunities located throughout the city but transportation and distance were factors that would discourage active involvement by the senior citizens in the selected area.

In making the above contacts the worker did not get any indication what the potential would be for recruiting senior citizens as both volunteers and recipients. No referrals were made at this time although several contacts stated that they would be willing to refer if the program was established.

#### Assessing the Potential

In order to determine the interest in such a service by senior citizens both as volunteers and recipients, it was necessary to make direct contact with older persons in the Deer Lodge - East St. James area.

Contact was made in a number of ways. As mentioned earlier in the assessment of needs and resources, contact people were also asked if they knew of anyone who would be interested in serving as a volunteer, or in receiving the service. The Deer Lodge United Church was most helpful of all the contacts. The names of several active members who might assist in organizing the project were suggested initially. The worker proceeded to contact these people individually and asked if they would be willing to attend a meeting with the hope of forming the project. The other agencies and organizations contacted were not able to refer the names of individuals who could assist in the organizational aspect but advised that they would be willing to refer those requiring friendly visiting when the project was established.

The Keen-Agers, the senior citizens group in the selected area, were visited by the worker to attempt to recruit individuals in the group to contribute their interest and skills in service to others. The group as a whole seemed to support the idea but were not prepared to commit themselves to initiate such a project. Their regular activities were of a social nature and at this point in time, the group was not interested in additional activities of any nature. There was some response from individuals. Volunteers who assisted this group talked with individuals and later were able to identify members of the group who might be interested in receiving the service. The volunteers who worked with this group were some of the same people referred by the Minister of the Deer Lodge United Church.

Since the response from the above attempts was not adequate to establish a volunteer program, it was decided that efforts would need to be made to attract unaffiliated and hard to reach older adults and incorporate them as an integral part of the original nucleus. Many of the elderly individuals living in this neighbourhood would be unknown to each other.

It was becoming more evident that the worker would have to try to get these people together to create a common interest in volunteering. It was recognized that volunteer service would probably not be a familiar experience for most older persons and that asking them to come to a meeting to hear about the need for a friendly visiting program would not easily attract them. However, the worker did not have, at hand, any other program or service in this neighbourhood to use as a starting point. It was decided that an attempt would be made to get people out to a meeting. If the response was positive, regardless of numbers, the project

would be established.

In order to contact older people, a letter was sent to 139 retired households in the area, approximately one week prior to the meeting date.<sup>1</sup> A few days after receipt of the letter, telephone contact was made to see if people received the letter, had any questions, comments or suggestions and to get some idea of interest and possible attendance at the forthcoming meeting. The worker also asked those contacted if they would like to be a volunteer friendly visitor and/or if they would like to have a friendly visitor. They were asked if they could suggest others who might like to volunteer and/or receive the service. They were also asked if they would be attending the organizational meeting. The worker contacted 68 people by telephone. There were 33 that did not have a listing, and approximately 10 that could not be contacted after repeated attempts. Out of this number, 19 people said that they were interested in attending the meeting, 51 said no they were not interested. A few additional names were referred and these were followed up as well.

At the same time those agencies and organizations and individuals previously contacted were notified of the meeting also.

The worker placed a notice of the meeting in the Senior Citizens News, Leisure Section of the Free Press and in the St. James Times, the local community paper. It was hoped that this would spark interest for those who had not received a letter, would reinforce the information for those who had received the letter and were not contacted, and for those who had received the letter and were contacted.

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1. This was a random sample of 676 retired households listed in the Government of Canada Voter List, Fall 1972 (see Appendix II for the letter)

Up to this point, the response was encouraging but certainly not overwhelming. The worker was not sure how many to expect at this first meeting but reiterated that regardless of numbers, if the interest was there the project would be established.

#### Establishing a Committee

The worker had determined that friendly visiting was the service need identified in the selected area. The worker had also ascertained that a number of people, mainly senior citizens, were interested in attending a meeting to discuss services for senior citizens, especially friendly visiting.

The intent in calling the initial meeting was to encourage interest in the project, to recruit people, especially senior citizens who would be interested in volunteering as friendly visitors, to locate potential recipients, and to recruit people who would be willing to participate in the organizational planning.

In order to establish the project on an on-going basis, it would be necessary to form a body that would be responsible for the operation of the project. This would include assessing the need, recruiting volunteers to provide the service, identification of potential recipients with the assistance of agencies and other referrals, matching recipients and volunteers, orientation, training, ongoing evaluation.

The worker would attempt to establish volunteer-recipient relationships at the same time as she would attempt to establish a functioning committee that would co-ordinate the service.

The first meeting was held on February 27, 1973 and fourteen people attended. All but two were senior citizens. Two attended in response to the newspaper notice, six in response to the letter and four in response to

telephone calls. Two of the people attending were referred to senior citizens centers and subsequently did not return. Two others had previous commitments and felt they could not become involved. They advised the worker that they would not return to future meetings.

The worker chaired the meeting and began by explaining the proposed project. The reaction was good. There was discussion of this being on a neighbourhood basis and one person related that he "kept an eye on" several neighbours. There were questions raised about duplication of services, how the area was chosen, who the worker was affiliated with. One person attending wanted a friendly visitor or a daily telephone call. Two felt they could provide transportation. It was agreed that another meeting be held and that more people be contacted, but there were no volunteers to assist in contacting others. There was a general feeling that people would not have much time to volunteer particularly if the visiting or telephone call were to be done at the same time weekly or at the same time daily for calling. Following this meeting the worker contacted the agencies that had indicated they would make referrals, to advise them that the group had met once, would be meeting again and that referrals would be accepted.

The next meeting was held on March 12. It was advertised in the local newspaper and many follow-up telephone calls were made by the worker. Three people attended. All were senior citizens. Two were new participants. The third had attended the previous meeting and had been contacted previously by telephone and letter. Those present were willing to volunteer to visit or provide transportation. There was little discussion about the organizational aspects. Those present felt that another meeting should be called to determine if there would be increased interest.

A news release was issued again and a third meeting called for March 22, 1973. All those who previously attended were contacted by telephone. As well a number of other people were contacted. Eight people attended. One new person attended in response to the newspaper notice. Another new member had been referred to the worker for a friendly visitor, however, when contacted felt he was interested in attending the meetings. The others had previously attended the first or second meetings.

One person agreed to contact people. Those present felt that the group needed a name that could go on a flyer that could be circulated to agencies, churches and community clubs. There was some discussion about a name but a decision was not made. One phone-a-friend relationship was established with the group and arrangements were made for another to become a friendly visitor. It was agreed that another meeting be held.

The next meeting was held April 3, 1973. Seven people attended. One new member attended. The new member was in response to the newspaper notice. She was initially interested in having a friendly visitor. There was much discussion about a name for the group. They finally decided that it should be called Friends for Seniors. There was some discussion about funds. This was related to the future withdrawal of the worker and the feeling that someone would need to continue in the same capacity. It was agreed that additional persons could be contacted as well as agencies advising them that the service was in operation.

The next meeting was held on April 18, 1973 with seven people attending. One new member attended in response to the newspaper notice. Also present were two people working on a L.I.P. project through the St. James Y.M.C.A. in the East St. James area. They had established the Hampton Street Club, a senior citizens club meeting on a weekly basis.

It was suggested that one of the members contact the Keen-Agers, the two L.I.P. workers contact the Hampton Street Club, another person contact the Bourkevale club and the other person contact another senior citizens group as well as potential executive members. The purpose of these contacts was to recruit volunteers and recipients.

The following meeting was held on May 2, 1973. There were seven persons present. Most of those delegated to contact others were unable to report back at this meeting. It was suggested that sub-committees be formed. The worker and one man were appointed to publicity. No other committees were formed.

On May 16, 1973 a meeting was held with five people present. Reports were heard from those in contact with Bourkevale and Hampton Street Clubs. There were no volunteers nor were any persons recommended as potential recipients. One person suggested there might be a better response if the meetings were held in the evening. On this date, the worker advised that she would be withdrawing her services as of the end of June. The group felt that if someone could not be found to replace the worker then they would no longer continue meeting and the project would have to be dropped. The worker discussed possible alternatives with the group such as having the established matches continue on their own, asking the Age & Opportunity Centre, Inc. to pick up on the project, applying for funds through the New Horizons program or establishing a voluntary Board that would be capable of assuming all tasks and continuing on an ongoing basis. After discussing these alternatives, the group recommended that the worker contact the Age & Opportunity Centre, Inc. to discuss the situation.

On June 6, 1973, five persons met. The worker reported back

the results of her discussion with the Age & Opportunity Centre, Inc. The worker had spoken with Miss Dorothy Hardy and then with Miss Hardy and Mrs. Yhetta Gold, the Executive Director. The Age & Opportunity Centre, Inc. offered to provide the services of a field worker in the Fall to continue the Friends for Seniors program and could provide some activities throughout the summer months if the group was interested. The group decided that they would meet with Mrs. Gold to discuss this offer further.

On June 13, 1973, the group met with Mrs. Gold. There were six members present. The group agreed to accept the offer of the services of a worker for the Fall. They decided to disband for the summer months, effective this date. The worker stated that she would send a letter to all those who had attended these meetings as well as to the volunteers and recipients informing them of this decision and advising them who to contact, if necessary, throughout the summer months.<sup>1</sup> The letter would also be sent to all the agencies that had been contacted,<sup>2</sup> those referred who were waiting to be matched<sup>3</sup> and those who indicated that they would be available to participate in the Fall.<sup>4</sup>

Prior to adjournment, there was some discussion about the role of a senior center in the community. This was initiated by Mrs. Gold. Several felt that the establishment of a center in this area would be of benefit to the seniors.

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1. See Appendix III
  2. See Appendix IV
  3. See Appendix V
  4. See Appendix VI

### Volunteer - Recipient Matches

During the time that the worker was involved in attempting to establish the Committee, she was also involved in attempting to provide the friendly visiting service. The worker continually contacted people by telephone and in person to tell them about Friends for Seniors. If they expressed an interest in the organizational aspect, they were invited to the meetings.

Anyone who, when initially contacted, had expressed some interest was contacted several times, informed of meetings and advised of progress. This number slowly decreased as the worker was advised that they were no longer interested. Those who suggested they could be contacted at a later date were followed up and encouraged to become involved in the program.

Most of the names came from the original list, derived from the random sample. This list was supplemented by a list of names obtained from the people involved in the L.I.P. Project, from personal referrals and from agency referrals.

Discussions with the volunteers indicated that they were younger than the majority of the elderly in the area. They were 60 - 70 years old. One-third of the volunteer group were men. Four of the five women were widowed with one other whose husband was permanently residing in a nursing home. Three of the men were still living with their spouses, with one not known. Over half of the volunteers lived in private dwellings that they owned, one was an apartment dweller and one lived with a son and daughter-in-law who were both employed. Their socio-economic status was generally good. Health problems were mentioned by approximately one-third of the volunteers but they did not think that these would interfere with their ability to be of service. Few of the volunteers had

ever done volunteer work before. The six recipients that were matched to the above volunteers were somewhat older than the volunteers. Half of the recipients were men. Five were widowed. One woman's husband was a permanent resident of a nursing home. One man lived with his spouse. Half lived in their own homes, while the other half lived in apartment buildings. Two of the women lived on the upper floors of a walk-up block, so that stairs were a problem for them and services were not nearby. One of the apartment dwellers resided with an employed daughter. One man lived in a highrise block with an elevator and services conveniently located. Their socio-economic status was generally much the same as the volunteers. Health problems were mentioned by the majority, since these problems limited their mobility.

There was not a great discrepancy between the volunteers and recipients in terms of age, socio-economic status or health.

The worker had contact with over 50 people by telephone and in person between April and June. Nine volunteers were matched with five recipients by the end of the project. Nine potential recipients were unmatched. There were 3 potential volunteers unmatched. Eight persons were to be followed up in the fall. They would likely have been potential volunteers. Others who had been contacted were not interested at the time and did not designate that they wished to be followed up at a later date.

The worker reviewed each request for a volunteer in relation to its appropriateness for older volunteers within the Friends for Seniors concept of volunteerism. The person requesting volunteer service was interviewed, and the potential volunteer was interviewed. Information from the referring agency was obtained. The worker, when a match was made, arranged to go with the volunteer to meet with the recipient on the first

visit. The purpose of this was to clarify the role of the volunteer, clarify expectations of the recipient and arrange for a regular schedule of visits. The period from the initial interview to the first visit sometimes covered a month.

The worker then followed up on subsequent visits by contacting the volunteer and the recipient. The intent of this contact was to allay any difficulties that might arise before they became problematic. One match was dissolved and the worker was unable to resolve the difficulties relating to a health problem.

The worker encountered some difficulty in dealing with volunteers who did not visit at the prescribed time and did not telephone to cancel the visit or arrange an alternate time. The men especially were not able to commit themselves to visit on a regular basis. Eventually a couple of matches dissolved due to the apparent lack of commitment of the volunteer.

All the volunteers had attended the Committee meetings. A couple of the recipients attended. One recipient was brought by her volunteer to one meeting. The worker hoped the committee meetings would provide an opportunity for volunteers to discuss any problems they were encountering. However, the worker felt that this became a difficult situation since, at times, recipients were present at the meetings. The discussions became too personal.

It was also hoped that the volunteers themselves could be the most effective agents in recruiting new volunteers. It was emphasized that new members were always welcome. However, none of the volunteers brought friends or other potential volunteers after their initial contact with the group. One volunteer's wife sometimes accompanied him on visits

but she did not attend the meetings. The other married persons did not recruit their spouses.

Members of the group agreed to speak at local senior citizens club meetings to talk about the project. Three clubs were contacted - The Hampton Street Club, Bourkevale Club and Keen-Agers. The members who spoke at the meetings used a very informal, unaggressive approach. There was one response from the three clubs.

Generally, the members did not provide any direction to the worker with regards to recruitment. This was left mainly to her own initiative.

The worker did discuss the feasibility of planning joint outings for volunteers and recipients. The idea was generally accepted but when the committee decided to discontinue meetings for the summer months, no further plans were made.

#### Evaluation

The worker established an informal system of ongoing evaluation. The worker met with her project advisor preceding and after each committee meeting to discuss potential methods, follow-up and other relevant matters. These meetings occurred on a weekly basis. They were also used to discuss the volunteer - recipient matches. The worker also met with other project advisors at times to discuss pertinent matters.

Evaluation was necessarily ongoing. Each step of the project had to be carefully thought out as to the reasons why something would be done, the potential repercussions and then, following the trial, the resultant effect was studied and the next course of action delineated. This step occurred repeatedly throughout the duration of the project.

The method used in selecting the geographic area, assessing the

needs and resources and assessing the potential for volunteer service appeared to be satisfactory for the purpose of this project.

The initial time span appeared to be satisfactory as well, however, the worker did not anticipate that the committee would disband for the summer months. Ideally the worker would have been able to make a better assessment of the impact and effectiveness of the project if she had been able to pick up on the project in the fall.

The establishment of the committee was the area that required much ongoing evaluation.

The basic service plan as outlined initially was to establish a voluntary program for senior citizens by senior citizens on a neighbourhood basis. This was predicated on the concept that senior citizens would benefit from a strong program of regular volunteer service by other older persons. Community attitude toward the project would be an important factor. The worker attempted to create a positive attitude about the contribution that can be made by older persons; the need to encourage older persons to continue to participate in community activities; the value of increased use of their time; their experience and ability to provide volunteer service; and an understanding of the role of Friends for Seniors. Efforts to create such an attitude were conducted by continuing personal interpretation by the worker both directly and indirectly to community groups, agencies and their staff and to individuals. The worker also prepared new releases for the local press, describing the project and announcing subsequent meetings and the worker's telephone number.

The co-operation of religious leaders, family members of potential volunteer/recipients, staff of agencies and indigenous leaders of the senior citizens groups constituted an important link in the interpretation of the

program and in the recruitment of potential volunteers and recipients. Their involvement and expression of interest helped reach the older persons.

Nine organizational meetings were held in approximately 4 months. The purpose of these meetings, from the worker's point of view, was to get consensus from the senior citizens about the need for a friendly visiting service for seniors in the St. James area. Once consensus was arrived at, it would then be necessary to establish the organizing body.

It became apparent, as the meetings went on, that there was interest in the project. Seniors did attend the meetings. However, few, if any, were prepared to become involved in the organizational aspect of the project. Those that were present were interested in volunteering or in being recipients of service.

Since the secondary aspect of the project was to actually provide the friendly visiting service, the worker assumed the responsibility for the developing volunteer - recipient matches.

The worker then began to use the meetings for two purposes - the ongoing attempt to organize a planning committee for the service and for recruitment and orientation of volunteers and recipients. The primary purpose - to organize the planning committee was superceded by the secondary purpose - the volunteer - recipient matches. This was due to the fact that those attending the meetings were somewhat resisting the organizational aspect and were prepared to let the worker assume the leadership role. The worker attempted to get some direction from the group but was basically left to her own resources. The group, however, did not wish to see the service discontinue since they were interested in continuing the volunteer - recipient matches. It also appears that the meetings became an opportunity for a social outing and were of some value to the individuals attending

regularly. Arrangements, therefore, were made with the Age & Opportunity Centre, Inc., to resume the project in the fall with the assistance of a worker. It became evident that this group of people would not assume the leadership in the formation of an organizing body to be responsible for the project.

It was unfortunate that there was little support forthcoming from the existing senior citizens clubs. However, the worker determined that club leaders did not encourage participation in the project since involvement might mean diminished loyalty to and identification with their own organization. Individuals, had they been approached, may have been willing to become involved. This would have required more frequent contact either by members of the Friends for Seniors group or the worker in order to become familiar with individual club members.

In order to add new members to the group as well as to increase volunteer - recipient matches, the worker followed up with all individuals who had been contacted previously. This included all those who had expressed some interest but wished to be contacted at a later date; those who had said they would attend a meeting and did not; those who were suggested by others; those who attended a meeting but did not return. Every effort was made to ensure that no person who might be willing to become involved in the project in some way was overlooked.

The next major area of ongoing evaluation was the volunteer - recipient matches. The worker made the effort to visit the potential volunteer at home, rather than wait for him to attend a meeting to offer his services. The worker was aggressive in recruiting the older person. Persuasive tactics appeared to be required to overcome initial diffidence. The worker showed a personal interest in volunteers for example, staying after meetings

to talk informally with them since she believed that repeated personal contact developed a better relationship with the volunteer or recipient. The worker was flexible - if one method did not work, then the worker was ready to try another.

The worker recruited volunteers before there were assignments for them. This made it difficult to retain interest in volunteer activities. Also the time span between initial recruitment and matching is an important factor. The sooner the match can be made, the greater the chance to maintain the interest and to translate interest into action.

The worker's referrals came from the initial survey list, referrals from agencies and referrals from those contacted. She also used publicity as a means of recruitment. The results of this method were minimal.

The worker did not set a certain number of matches as an objective. The intent was that quality of the matches would supercede the number of matches. The worker's expectations of the senior volunteers did not differ from that of a volunteer from any other age group.

During the course of the project, there was no formal orientation or training program for the volunteers. The worker proceeded on the principle that training should initially be related to specific assignment and not to volunteering in general, that volunteers should start as soon as possible, with training to follow, and that the current interests, skills and life experience of the older persons could be gradually built upon.

The worker believed, at the time, that a formal approach to training would have presented an obstacle to program development. She did not view training with recruitment technique or a requirement for placement. She felt that such an obligation might unduly raise anxieties at the crucial time that the individual makes the committment.

This somewhat unorthodox approach to training was not entirely beneficial for the volunteers and for the recipients. Although standards were not lowered, high quality performance was not in evidence. For example, several were not prepared to commit themselves to visiting on a regular basis.

The group approach was used in an attempt to increase the understanding, and knowledge of their experience. The worker repeatedly expressed confidence in the volunteers' contribution and in their capacity for growth.

For some volunteers, orientation began at the group meetings when the need for their help was expressed and they were told how and where their services could be potentially used. Those who were interested were given the opportunity to express their preference of assignment. This was in effect a self-screening process which permitted each potential volunteer to assess in what way his abilities could be used most productively. This process also applied to the few individuals who attended the meetings with the intent of obtaining service.

Each volunteer, as mentioned previously, also met individually with the worker who had the responsibility for selecting an appropriate assignment.

Every aspect of the Friends for Seniors program depended upon the interplay of a number of relevant factors, each of which was modified and realigned in the continuous effort to sharpen and improve techniques and to make the project a success.

SUMMARY AND CONCLUSIONS

Today, there is an increasing interest in demonstrating the effectiveness of public service programs. All social institutions are required to "prove" their legitimacy and effectiveness in order to justify continued support. "Usual indices of success have been effort and coverage, more of quantity than the quality of programs".<sup>1</sup> In evaluating coverage, the assumption is that the service has a proved benefit and that the need is for a greater availability of the useful service. Most programs are initiated to fill present service gaps; gaps that are evident whenever the needs of the aged are compared to available services. Suchman has provided an interesting definition of evaluation, one that divides evaluation into five aspects or elements that are being evaluated:

- 1) Effort refers to the quantity and quality of activity that takes place.
- 2) Performance is defined as that which results from the expenditure of effort - the results of the effort, rather than the effort itself.
- 3) Adequacy of Performance is a relative measure depending on the nature of the need and upon how high one sets the goals. Performance may have occurred but the change may or may not have been adequate in terms of total need.
- 4) Efficiency is an expression of the cost-effectiveness of the effort. Effort may have been expended, resulting in the performance that accomplishes an intended change and this change may have adequately met a real need, yet the series of events can be grossly inefficient.
- 5) Process is not an element of evaluation, strictly speaking, though it may become a part of it. It concerns questions of why a program works or does not work, an analysis of the attributes of the program, the population exposed to it, the situational context, and the many unintended effects produced. An analysis of process can be significant particularly where the evaluation suggests that a program is not meeting the need as adequately and efficiently as expected.<sup>2</sup>

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1. Sheldon S. Tobin, "Evaluating Program Benefit", The Gerontologist, Winter 1971, Part II, p. 55.

2. E.W. Suchman, Evaluative Research (New York: Russell Sage Foundation, 1967), pp. 61 - 66.

One of the first problems when attempting to evaluate a human service is the output goals may not have been specified. The evaluator cannot determine if the program has the desired effects, if these effects have not previously been defined.

According to Suchman<sup>1</sup> there are three levels of organizational objectives. They are the immediate objectives of momentary concerns, the intermediate objectives which push toward a specific act and the ultimate goals which involve the effect of the act upon a group. It is necessary to consider each of these levels of objectives when evaluating whether or not a program has "reached" its goals.

The terms aforementioned can be divided into two basic types: those dealing with the operation and those dealing with the outcome. Effort, efficiency, process and performance can be dealt with as an aggregate under the topic of process evaluation. Effect, effectiveness and adequacy of performance all deal with the change in the target population. These can be viewed in terms of impact evaluation.<sup>2</sup>

Process evaluation is based on the assumption that to the extent that there is organizational efficiency, there will be something valuable coming out of the program. Impact evaluation is not concerned with how the organization proceeds but rather with what comes out in relationship to the goals. "It is posited on the assumption that the goals (specific) were rationally derived from the objectives (general)."<sup>3</sup> Any program where

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1. E.W. Suchman, Evaluative Research, pp. 51 - 2.

2. S. Donna Lind & John E. O'Brien, "The General Problem of Program Evaluation" The Researchers' Perspective", The Gerontologist, (Winter 1971, Part II), p. 43.

3. Ibid, p. 47

the output meets the goals is said to be successful.

The impact of a service can take three forms, one for each of the possible types of need which might be the basis for establishing the service. The three potential need areas can be defined as economic, service and social (social-psychological) needs.<sup>1</sup> Social need refers to conditions such as deficiencies in human contact or social stimulation (i.e. isolation) or deficiencies in morale, contentment or happiness. A service which reduces this type of social need would, by definition, be yielding a social impact. This type of impact is the most difficult to measure.

The above explanation will serve as a basis to determine whether or not the worker reached her goals and objectives and whether or not the demonstration project was of value and a success. Evaluation based on research methods was not an integral part of the development of the project. However, the worker will attempt, in retrospect, to evaluate in terms of process and impact.

#### Process Evaluation

In the previous section, the worker did evaluate the process used in establishing the project. She will now elaborate further on the process. The worker attempted to establish a project to provide services for senior citizens by senior citizens on a neighbourhood basis. The service was to be friendly visiting. The service was to fill a social need. It was to be provided in a limited geographical area, the East St. James area.

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1. S. Donna Lind and John E. O'Brien, "Program Evaluation", p. 49.

### Geographic Area

The area chosen for the project was chosen deliberately for its apparent lack of accessible services. The information that the worker was given by knowledgeable professionals in the field at the time, was that this would be a good area to attempt a project. A variety of voluntary services were needed in the area as evidenced by the survey of agencies, yet no particular agency was attempting to fill these particular gaps. The number of senior citizens residing in the area also appeared to be adequate to attempt such a project.

Also at the time, the project was attempted, the results of the 1971 Survey "Aging in Manitoba" were not readily available. In reviewing the results of the survey now, there are several characteristics that the worker was not aware of at the time, that may have influenced the response to the project. The area studied in the survey is significantly larger than the area chosen for the project. The worker had been advised that the area chosen was the older part of the St. James area and had a larger number of seniors than the newer area.

The "Aging in Manitoba" survey indicated that Area 5 had a smaller percentage of elderly in the population than the Metro average. It also had a considerably higher percentage living in facilities than the Metro average. A larger number of the elderly were living with a spouse or another adult of the same generation. And a larger number of seniors had their nearest relative living in the same neighbourhood. The Survey also showed that the area had a large percentage of elderly who had over 10 years of education. The area also has the second highest percentage of seniors formerly employed in management and professional occupations. Forty percent of the elderly were still employed and a

very high percentage were rated as being in good health.<sup>1</sup>

According to these statistics, it would appear that although there was a need for voluntary services to seniors in this area, it was not as great as anticipated. Many of the seniors were not likely in need of "friendly visiting" at this point in time, especially in light of the large number of seniors still employed. However, the number formerly employed in management and professional occupations would suggest that there should have been a significant number of seniors who would have been quite capable of organizing and maintaining the Friends for Seniors program.

#### Duration of Project

The project was initially set up to cover a period of approximately nine months. Six months were allocated for establishing the committee and withdrawal of the worker's services. The worker had not anticipated that the project would disband for the summer months. She had been prepared to continue on with the project until a satisfactory plan was made so that the project would not be abandoned. This concern about "dropping the project" was expressed by professionals in the community. They had indicated that they would not support the project if the worker was not able to indicate that the project would not disband when her services were withdrawn.

It seems that although friendly visiting is a year round service, that people want the service more during the winter months. In order to have accommodated this seasonal influence, the worker would have had to

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1. Manitoba Department of Health and Social Development/Division of Research, Planning and Program Development, Aging in Manitoba, Vol. 2, (1971), p. 137.

begin volunteer-recipient matches early in the fall and the committee would have had to have been established before then. However, since the ground work had been done, it was quite likely that when the group came together again in the fall, that plans would be made more quickly and that progress would become evident. The length of time allotted by the worker was not adequate for this type of project. Also the time of year that the project was initiated was not opportune.

### Sponsorship

The worker, as mentioned earlier, worked independently in the community. She was not affiliated with any agency or government department. This absence of affiliation, she believes, was a hindrance when seeking support for the project in the community. The introduction of the worker as a student developing a project seemed to lack credibility. Working in a community requires some permission. That is not to say that it is necessary to wait for approval from someone of authority.

It is necessary however, to receive legitimation from the senior citizens and professionals in the community who see not only the worker, but the Friends for Seniors program as serving a legitimate need in the community.

The worker could have received this legitimation from two possible sources. The first would have been to affiliate with an agency, preferably one with an office location in the area. The second choice would have been to establish a voluntary Board of Directors in the community who would advise and guide the worker in organizing the Friends for Seniors program. A Board implies connection and responsiveness to working with others. Board members would know their community and this

knowledge would be a definite advantage to a worker who is not known in the community and not familiar with it on a first hand basis.

In recommending either of the above methods, with preference given to the voluntary community Board, the involvement of the seniors in organizing the service is not precluded. Although a Board should have a mixed membership, preference could be given to seniors who would be willing to become involved. An established Board would take on the organizational responsibilities that those attending the Friends for Seniors program were reluctant to assume.

#### Group Meetings

The worker's effort to establish the organizing body from those attending meetings detracted initially from the positive value that the meetings had for the volunteers. Those attending the meetings were interested in visiting not organizing. The worker's intent that these meetings have a two-fold purpose, to organize the committee and to set up volunteer-recipient matches, was somewhat confusing.

The purpose of the meetings should have been to provide the formal orientation and training sessions that the worker was reluctant to organize. The worker felt that the informal approach, with one-to-one contact with the volunteer, would be more attractive and less threatening to potential volunteers. In retrospect, the informality probably resulted in the lack of commitment on the part of some of the volunteers.

The meetings at one point were bi-weekly. The purpose for this was to deal with any difficulties, to discuss the positive benefits and to provide support for the volunteers. In using the formal approach to orientation and training, the meetings would have been less frequent

with a specific area of voluntarism for discussion. This format would probably have been more rewarding for the volunteers.

The other reason for the group meetings was to emulate the group approach utilized in the successful American volunteer programs, such as SERVE. These programs recruit larger numbers of volunteers for placement in institutions and agencies and are not specifically friendly visiting programs. The volunteers are recruited usually from established organizations, as well as unaffiliated persons. The worker should have made more of an effort to reach those belonging to the existing senior citizens clubs, for example, in order to arouse interest in volunteering. From this base, the unaffiliated could then be sought. The formation of the Friends for Seniors group, solely of unaffiliated and unrelated individuals, proved to be difficult and quite time consuming.

An additional advantage of the group method is to show the volunteers that their endeavours are part of an overall "team" effort. Volunteers visiting their recipients on the same day and meeting together at training sessions would feel that they are working together for the benefit of others. The volunteers become a member of a group of peers and are able to make new friendships. "The need for companionship appeared to be as great, and as fundamental, as the need to serve others."<sup>1</sup> Those present at meetings noted those absent and inquired as to the reason.

#### Recruitment

Several methods were used to recruit both the volunteers and recipients. The worker initially sent out an introductory letter which

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1. Janet S. Sainer and Mary L. Zander, Serve, p. 78.

was followed up with personal telephone calls. This approach, on a personal contact basis, proved to be the most effective in recruiting potential volunteers as well as a few potential recipients. The agencies assisted by providing the names of a few potential recipients only. The majority of names of potential recipients came from a list prepared by the staff of the L.I.P. staff working out of the St. James Y.M.C.A. at that time. Newspaper articles were used as notices for subsequent meetings but the response was minimal. The worker did not attempt radio or television coverage.

Personal contact would be the best method to reach citizens. Those who become involved usually will tell someone else who potentially may want to become involved. However, those who became involved in the Friends for Seniors project as volunteers did not recruit others known to them. This may have been because they were not actively involved in other organizational settings or did not have a large number of personal contacts.

#### Co-ordination

The worker in recruiting and matching the volunteers and recipients in effect became the co-ordinator of the project. It was the worker's initial intention that seniors involved in the organizational aspects would assume the tasks of recruiting, orientation and matching. It is the worker's opinion now that although a Board of volunteers can establish a program, that the important aspect of carrying out the program should not be left to volunteers.

Several sources recommend that the co-ordinator should be a

professional staff member and be paid accordingly.<sup>1</sup> The co-ordinator's role is multi-faceted. The co-ordinator is the liaison with the referring agencies. He should also be cognizant of all relevant community agencies should referrals be necessary. The co-ordinator must recruit volunteers and recipients, match them accordingly and maintain contact with them. The co-ordinator must train the volunteers and make necessary knowledge available to them. These functions could constitute a full time job.

The competency and sensitivity of the co-ordinator is an important aspect of the volunteer-recipient relationships. The kind of supervision provided and the manner in which it is offered could influence the quality and satisfaction of the assignment, and the volunteer's ongoing interest.

The co-ordinator should possess interviewing and counselling skills. The worker feels that her training in social work was most appropriate for the job. Future co-ordinators for the Friends for Seniors project should have similar backgrounds. As well, funding should be sought in order that the future co-ordinators may be paid.

#### Community Organization Role

The other major role of the worker was as a community organization worker. The roles of the community organization worker have been defined as: "(1) enabler; (2) guide, consultant, or expert; (3) educator, interpreter or persuader; (4) initiator, stimulator, strategist; and (5) promoter, advocate or contestant."<sup>2</sup> Usually emphasis is on the community

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1. See Family Counselling and Guidance Centers Inc., The Utilization of Volunteers to Promote the Well-Being of Older People, (Boston, Massachusetts, 1966), p. 91, Eva Schinder-Rainman and Ronald Lippitt, The Volunteer Community, Creative Use of Human Resources, 2nd ed. (Fairfax: Virginia, National Learning Resources Corporation, 1975), p. 101-3, and Thomas A. Routh, The Volunteer and Community Agencies, (Springfield: Illinois, Charles C. Thomas, Publisher, 1972), p. 9.

2. Arthur Dunham, The New Community Organization, p. 215.

organization worker as the enabler. Dunham writes that the roles must also be of creative participation and creative leadership.

"The community organization worker will usually give indirect, rather than direct, public or official leadership. But he must bring to the problems of his agency all the knowledge, imagination and resourcefulness and creative craftsmanship that he can command. He must often interpret, suggest and analyze alternatives, and enter fully as a dynamic partner into a creative group process by which goals will be chosen, decisions will be hammered into shape and translated into action. The final decision will be with a lay group; but the community organization worker must be a creative partner and participant in the determination of objectives as well as the expert in the application of the community organization process."<sup>1</sup>

The worker attempted to carry out a program that the seniors supported by acquiescence. The need had not been indentified by the group but rather by agencies and social services in the community. It was the role of the worker then to enable the group to achieve its desire of establishing active volunteer-recipient relationships. The group, however, had little idea of what was involved in meeting "the need", and what methods would be most effective.

It was the role of the worker to help the group get the necessary information, discuss the problems and assess the alternatives. However, the group did not take an active part in this process, which resulted in the worker having to take a direct, rather than indirect, leadership role and thereby making decisions for the program. The worker attempted to be resourceful, imaginative and creative with the group.

She attempted to interpret, suggest and analyze alternatives

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1. Arthur Dunham, The New Community Organization, p. 216

at each meeting especially in order to establish the organizing committee. This was part of the reason for the frequency of meetings. However, this process was not successful.

The group, as it existed, was not prepared to take action. The major decision that was made was that the Friends for Seniors program should continue again in the fall of 1973.

When it became apparent that the group was not going to assume organizational responsibilities, the worker's role changed. The emphasis began to focus on the co-ordination of the volunteer-recipient matches. This was due, as mentioned earlier, to the interest of the group members in direct service.

Whether or not the emphasis on direct services is appropriate for a community organization worker is debatable. What began as a program that affirmed community organization methodology unwittingly evolved into something different - a program that provided direct need of the volunteers and recipients while at the same time trying to utilize a community organization methodology. It took some time for the worker to become aware of this shift and it was somewhat disconcerting since, in the worker's opinion, the most important aspect of the project - the establishment of the organizing committee - was not realized.

To conclude this section, in analyzing the process used in developing the Friends for Seniors project, it is evident that the project did not meet the need as adequately and efficiently as expected. Effort was expended to realize the project but the activities throughout the process were somewhat inefficient.

### Impact Evaluation

The impact of a program is often difficult to measure. Success is measured according to whether the output has met the identified goals which are derived from the objectives. The Friends for Seniors project was providing a social service - friendly visiting - to reduce a social need. Social impact, as mentioned earlier, is the most difficult to measure.

The worker's objectives for this project were never clearly defined but were implied. In referring to the statistics cited in the "Introduction", it is evident that it is not acceptable that 65% of the elderly population experience extreme isolation, that approximately one-quarter of this population does not have contact with friends, more than twice a week. Approximately one-quarter of this same population indicated that they would be happier with greater participation. In referring to the development theory of aging, most senior citizens want to remain engaged within their social environment. It is not likely then that the 65% of the elderly population who are isolated have chosen to become that way. The theory also purports that the failure of senior citizens to remain engaged is related to their social environment. Impact evaluation would measure the economic, service and social needs of these elderly and then relate these needs to the services provided.

The overall objectives of the program then would have been to meet the social needs of the elderly population who were homebound. The social need refers to the lack of human contact or social stimulation, and the deficiencies in morale, contentment or happiness.

The worker's goal was to establish a friendly visiting service for senior citizens by senior citizens on a neighbourhood basis. A decision to implement a program theoretically occurs when a gap is recognized between what constitutes an acceptable life style for a specific segment of the population and reality.

Program goals based on the general objectives should then be set. The target population should then be defined. Instruments must be developed to measure the output phenomenon. Social indicators are the instruments used.

The worker did not intend to attempt impact evaluation when designing this project. The most essential element for program evaluation is the availability of measurable goal definitions. These are difficult to develop in a social service setting. This would have been a project in itself.

The Friends for Seniors program was designed as a pilot project - of trial nature. It was not structured at the outset. It was conceived as a flexible program which would be responsive to the changing needs of the elderly population. As such, the program was not carefully thought out and implemented according to a pre-conceived blueprint; rather, it evolved and developed within a loose conceptual framework.

#### Conclusions

In referring back to the "Introduction" of this paper, the worker states two education goals: 1) to gain experience and expertise in working with and for senior citizens and in providing services and programs to meet their needs and 2) to gain experience and expertise in community organization. These goals, according to definition, were really

the worker's objectives. They were long range plans to develop the worker's experience and expertise. The worker's goal then was to develop a project to gain this experience and expertise.

The project was unique in its own right. It did provide experience in working with senior citizens, in identifying a service need, in establishing a program to meet the need, in using community organization principles.

The limited duration of the project detracted from the development of expertise in both areas. When the project concluded, the worker felt that additional practice experience would have been most helpful in developing expertise.

To conclude, several points have emerged:

- 1) The project afforded retired persons the opportunity to continue to participate actively in their community and to have a voice in the provision of needed services.
- 2) in spite of the characteristics of the geographic area, the program should be continued in that area.
- 3) a Board of Directors, including retired persons, should be established to sponsor the service and to be responsible for organizing it.
- 4) the worker would then be affiliated with the Board to establish credibility in the community.
- 5) meetings should be regularly scheduled for formal orientation and training sessions.
- 6) recruitment by personal contact should continue with increased contacts with established community groups.
- 7) community organization principles should still be utilized in

establishing the Board and in ongoing need identification.

8) goals should be delineated in order that an effective evaluation of the project may be done after a determined period of time.

## APPENDIX I

## SURVEY INFORMATION SHEET

Name of Contact Person \_\_\_\_\_

Position \_\_\_\_\_

Agency \_\_\_\_\_

What Services do you provide for senior citizens in the East St. James area?

What Services/Resources do you think are needed for senior citizens in this area? In order of priority.

Does your Agency provide any volunteer opportunities? For older volunteers?

Would your Agency be willing to refer potential recipients of service?

Would your Agency be willing to refer potential volunteers?

## APPENDIX II

February 20, 1973

Dear

A group of people, including senior citizens from the Keen-Agers Club, in the St. James area are trying to organize a program to provide services for senior citizens in this area. A meeting will be held on February 27, 1973, at 2 P.M. in the lounge at Deer Lodge United Church, Belvedere at Portage, to organize the program.

The program is based on the idea of senior citizens helping senior citizens. It will run on a voluntary basis. It is hoped that services such as friendly visiting will be provided specifically for senior citizens in your area.

Senior citizens are invited and encouraged to attend the meeting since it could affect you. Those interested in being volunteers and/or those who are in need of some service may contact Micheline Neville at 474-9550.

I will be calling you in the near future to discuss this program with you. In the meantime, if any further information is needed please do not hesitate to contact me.

Yours truly,

Micheline Neville

MN/al

June 26, 1973

I would like to inform you that, as of June 30, 1973, I will no longer be working with FRIENDS FOR SENIORS. However, you may contact Mrs. Yhetta Gold during the month of July and Miss Dorothy Hardy during the month of August at the Age and Opportunity Centre, 947-1276.

Since I am leaving the group has made arrangements for the Age and Opportunity Centre to provide a worker in the fall. They will not be meeting during the summer months, although "visits" will continue to be arranged.

I hope that arrangements for a "visitor" or phone friend for you will soon be made. I enjoyed meeting and talking with you and would like to thank you for your cooperation.

Please do not hesitate to contact Mrs. Gold or Miss Hardy if you have any questions or problems.

Yours truly,

Micheline Neville.

MN/al

June 26, 1973

I would like to inform you that, as of June 30, 1973, I will no longer be working with FRIENDS FOR SENIORS. However, you may contact Mrs. Yhetta Gold during the month of July and Miss Dorothy Hardy during the month of August at the Age and Opportunity Centre, 947-1276.

As you know, FRIENDS FOR SENIORS, has been in operation since February 1973. There is a small active membership of mainly senior citizens with about eight ongoing "visits", and a few outstanding "visits" yet to be arranged. Since I am leaving, the group has made arrangements for the Age and Opportunity Centre to provide a worker in the fall. They will not be meeting during the summer, however "visits" will continue and referrals will still be accepted.

I would like to thank you for your cooperation and hope that you will continue to suggest names of those who would like a "friend" or those who could be a "friend". Please do not hesitate to contact Mrs. Gold or Miss Hardy if you require more information or have any questions.

Yours truly,

Micheline Neville.

MN/al

June 26, 1973

I would like to inform you that, as of June 30, 1973, I will no longer be working with FRIENDS FOR SENIORS. Since I am leaving, the group has made arrangements for the Age and Opportunity Centre to provide a worker in the fall. They will not be meeting during the summer months.

If you have any questions or require assistance or information, you can contact Mrs. Yhetta Gold during the month of July, and Miss Dorothy Hardy during the month of August at the Age and Opportunity Centre, 947-1276.

I enjoyed meeting you and would like to thank you for your cooperation in making FRIENDS FOR SENIORS successful. I hope that you will continue to support the group in the fall when meetings will begin again.

Yours truly,

Micheline Neville.

MN/al

June 26, 1973

I would like to inform you that, as of June 30, 1973, I will no longer be working with FRIENDS FOR SENIORS. However, you may contact Mrs. Yhetta Gold during the month of July and Miss Dorothy Hardy during the month of August at the Age and Opportunity Centre, 947-1276.

As you know, FRIENDS FOR SENIORS, has been in operation since February, 1973. It is a voluntary group of senior citizens who are attempting to provide services such as friendly visiting and phone friend to other senior citizens in the Deer Lodge and East St. James area. There is a small active membership of mainly senior citizens with about eight ongoing "visits" and a few outstanding visits yet to be arranged.

Since I am leaving, the group has made arrangements for the Age and Opportunity Centre to provide a worker in the fall. They will not be meeting during the summer, however "visits" will continue and referrals will still be accepted.

Please do not hesitate to contact Mrs. Gold or Miss Hardy, if you would like further information or have a referral.

Yours truly,

Micheline Neville.

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